

352.0742b

C74

2012

c.2

CITY OF CONCORD

FY 2012 Annual Report



352.0742b
C74
2012
c.2

CITY OF CONCORD

FY 2012 Annual Report



352.0742b

C74

2012

c.2

N. H. STATE LIBRARY

JUL 09 2013

CONCORD, NH



TABLE OF CONTENTS

City Council	2
Boards and Commissions	4
Services Directory	6
Department Directory	17
Assessing	18
Community Development	18
Finance	27
Information Technology Department	29
Fire Department	29
General Services	31
Human Services	33
Legal	34
Library	35
Human Resources	37
Police Department	37
Records	47
Recreation	49
FY2012 City Audit Summary	50
Ordinances at a Glance	61
UNH Cooperative Extension Annual Report	66
UMRLAC Annual Report	68
Government	70

City of Concord, New Hampshire Mayor and City Council

MAYOR

James Bouley

COUNCILORS AT LARGE

Michael DelloIacono

Mark Coen

Dan St. Hilaire

Stephen Shurtleff

WARD COUNCILORS

Ward One

Elizabeth Blanchard

Ward Two

Jennifer Kretovic

Ward Three

Jan McClure

Ward Four

Amanda K. Grady

Ward Five

Robert Werner

Ward Six

J. Allen Bennett

Ward Seven

Keith Nyhan

Ward Eight

Dick Patten

Ward Nine

Candace CW Bouchard

Ward Ten

Fred Keach

CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings and nine special meetings and passed 62 ordinances, 103 resolutions and adopted a \$50.9 million, twelve-month budget covering the fiscal year 7/1/2011 to 6/30/2012.

FY2012-FY2013 Priorities

1. Balanced Budget Issues
 - Retirement Costs
 - Grant Writing
 - Collective Bargaining & Contract Negotiations
 - Strategic Financial Planning
2. Tax Base Expansion – Community-wide
3. Information Technology
 - Website Development
 - Social Media
 - City Council Agenda
4. Redevelopment Assistance/Historic Preservation Incentives
5. Maintain Core Services/Employee Training Initiatives
6. Continue to create and expand partnerships (particularly in regards to Recreation and Economic Development opportunities)

Projects

1. Opportunity Corridor Economic Development Initiatives
 - South Main Street
 - Penacook Village
 - Downtown 2nd and 3rd Floor Redevelopment
 - North Central Corridor/Storrs Street Connection
2. Citywide Multi-Generational Community Center

Ongoing Initiatives

1. North State Street/Fisherville Road/Village Street Corridor Improvements
2. Langley Parkway – Next Phase – Planning and Permitting
3. Penacook Village Redevelopment
4. City Hall Campus/Public Building Improvement & Long-term Planning
5. Sewalls Falls Bridge
6. Expand Street Rehabilitation Program
7. Hall Street Wastewater Treatment Plant Odor Control Program
8. Advance Creative Economy Work
9. Loudon Road Improvements
10. Library Opportunities

City of Concord Boards and Commissions

*To view members, staff contact and the authority of boards and commission please visit our website at concordnh.gov.

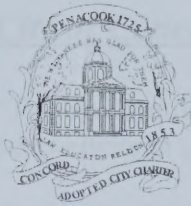
Airport Advisory Committee
Board of Assessors
Board of Ethics
Board of Health
Board of Revision of Assessment
Building Board of Appeals
Community Development Advisory Committee
Concord Housing & Redevelopment Authority
Concord TV Board
Conservation Commission
Contoocook River Local Advisory Committee
Demolition Review Committee
Design Review Committee
Economic Development Advisory Council
Energy & Environment Advisory Committee
Everett Arena Advisory Committee
Facilities Naming Committee
False Alarm Appeals Board
Fiscal Policy Advisory Committee
Golf Course Advisory Committee
Heritage Commission
Joint City/School Committee on Cooperation
Library Board of Trustees
Licensing Board
Municipal Housing Commission
New Hampshire Rail Transit Authority
North End Opportunity Corridor TIF District Advisory Board
Parking Committee
Penacook Village Tax Increment Finance District Advisory Board
Personnel Appeals Board
Planning Board
Poles and Wires Committee
Public Safety Board
Recreation and Parks Advisory Committee
Regional Planning Commission
Rules Committee
Sears Block Tax Increment Advisory Committee
Solid Waste Advisory Committee
State-Capitol Region Planning Commission
Tax Exemption Policy Committee
Taxicab Licensing Board
Technical Review Committee
TPAC – Pedestrian Subcommittee
TPAC – Public Transportation Subcommittee
Traffic Operations Committee
Transportation Policy Advisory Committee (TPAC)

Trustees of Trust Funds
 Upper Merrimack River Local Advisory Committee
 Utility Appeals Board
 Zoning Board of Adjustment

City of Concord, New Hampshire

SERVICES PROVIDED

Name of non-city business to provide services	City Office number	If you have a question about City Department, Call
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord
City of Concord	City of Concord	City of Concord



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Budget	Finance – OMB		225-8585
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989
Business Licenses	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Cemetery Information	General Services Department – Blossom Hill Cemetery		225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	General Services Department		230-3851
City Clerk	City Clerk's Office		225-8500
City Controller	Finance Department		225-8560
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Community Development		225-8580
Community Centers	Recreation Department		225-8690
Community Development	Community Development		225-8510
Community Gardens on Clinton Street		State Division of Forests and Lands	271-3456
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400
Crime Prevention	Police Department		225-8600
Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
East Concord Community Center	Recreation Department		225-8690
Elections Information	City Clerk's Office		225-8500
Employment with the City	Human Resources Department		225-8535

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department	Finance		225-8560
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651
Food Service Licensing and Inspection	Code Administration		225-8580
Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Recreation Department		225-8690

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Grounds Maintenance Park Maintenance	General Services Department		228-2737
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Resources Department			225-8535
Human Services	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		230-3909
Job Openings	Human Resources Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/ Transfer Station	General Services Department	Bestway Disposal	224-0890
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code	Fire Department		225-8650
Marriage Licenses	City Clerk's Office		225-8500
Memorial Field – Scheduling	Recreation Department		225-8690
Memorial Field – Maintenance	General Services Department		228-2737
Merrimack Valley School District		Superintendent's Office	753-6561
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department	Bestway Disposal	224-0890
Parking	Police Department		225-8600
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Penacook Branch Library	Penacook Library		753-4441
Planning Division	Community Development		225-8515
Playground Maintenance	General Services Department		228-2737
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Public Health	Code Administration		225-8580
Public Properties	General Services Department		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation Department	Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580
RV Waste Disposal	General Services Department – Wastewater Division		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Concord Merrimack Valley	225-0811 753-6561
Septage Waste Disposal	General Services Department		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services Department		228-2737
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street of Traffic	General Services Department		228-2737
Site Development Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		225-8693
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580
Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600
Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning Division		225-8515
Subdivision Regulations/Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/ Lessons	Recreation Department		225-8690
Tennis Courts/Maintenance	General Services Department		228-2737
Tire Recycling	Concord Transfer Station - Landfill	Bestway Disposal	224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trash Collection	General Services Department		228-2737
Tree Branches/Spraying	General Services Department		228-2737
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Uniform Commercial Code (UCC) Filings	City Clerk's Office		225-8500
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Wastewater Treatment Plant (Hall Street)	General Services Department		225-8691

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Water/Sewer Bills	General Services Department		225-8693
Water Treatment Plant	General Services Department		225-8696
Welfare Department	Human Services Department		225-8575
West Street Ward House	Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Thomas J. Aspell, Jr 225-8570

ASSESSING

Dir of Real Estate Assessments Kathryn Temchack 225-8550

COMMUNITY DEVELOPMENT

Deputy City Manager-Development Carlos Baia 225-8510

Code Administrator Michael Santa 225-8580

City Engineer Ed Roberge 225-8520

City Planner Gloria McPherson 225-8515

FINANCE

Deputy City Manager-Finance Brian LeBrun 225-8585

Purchasing Manager Douglas Ross 225-8530

Treasurer Michael Jache 225-8540

FIRE

Chief Dan Andrus 225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley 228-2737

Highways Grounds Operation and Maintenance Facility

Sidewalks Cemetery Recreation Facilities

Snow and Ice Control Park Maintenance Equipment Services

Street Cleaning Public Properties Water Supply

Storm Sewer Airport Wastewater Treatment

Solid Waste Municipal Complex

PERSONNEL

Director Jennifer Johnston 225-8535

HUMAN SERVICES, 247 Pleasant Street

Director Jacqueline Whatmough 225-8575

INFORMATION SERVICES

Director Edward Drouse 225-8597

LEGAL

City Solicitor Jim Kennedy 225-8505

Deputy City Solicitor Danielle Pacik 230-3677

LIBRARY, 45 Green Street

Director Pat Immen 225-8670

POLICE, 35 Green Street

Chief John Duval 225-8600

RECORDS

City Clerk Janice Bonenfant 225-8500

RECREATION

Director David Gill 225-8690

ASSESSING DEPARTMENT

The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well run organization that is fiscally responsible and sensitive to the public's needs.

Facts and Figures

Building permits measured/listed	429
Sales reviews conducted	588
Deed changes processed	677
New parcel reviews conducted	25
New construction reviews conducted	47
Appeals: BTLA & Superior Court	41
Equalization Ratio	100.1%
Tax Base	\$3,687,003,521

Assessing Department figures are based upon the Tax Year, April 1, 2011 - March 31, 2012.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well coordinated, timely, predictable and cost efficient and effective manner.

Notable

Administration

Public Outreach

- The Community Development Administration Division continued its public outreach through staff participation on the CRDC Board of Directors and the Chamber Local Government Affairs Committee. Staff also coordinated the Livability Day for the Greater Concord Leadership Program and made presentations to a variety of World Affairs Council delegations as well as potential CDFA tax credit sponsors for the Downtown Complete Streets project.
- CD – Administration also coordinated staff support for the Downtown Complete Streets Project Advisory Committee.
- CD – Administration staff served as City liaison for key development projects including the Endicott Hotel conversion, Concord Power and Steam facility, Boys and Girls Club addition and Windsor Square development.

Economic Development

- CD – Administration issued its quarterly newsletter entitled “Concord Development.”
- Staff continues its business visitation program meeting with an average of thirty businesses and non-profit leaders each year.
- City acquired the former Agway site. CD – Administration staff, along with the Assistant for Special Projects, are working on possible acquisition of remaining parcels to allow for the extension of Storrs Street.

Regulatory Improvements

- CD – Administration is coordinating a proposed waiver program for change of use impact fees in the Central Business Performance districts.
- A LEAN exercise planned for June 2013 to further streamline the City's development review process.

Airport

- CD – Administration negotiated new lease for State Police Hangar.
- CD – Administration is preparing an RFP for FBO services to be issued in FY14.

Building and Code Division

- The Code Administration staff completed plan reviews and inspections for 529 building permits supported by 1,059 structural inspections with a construction value of \$30,728,197; 482 electrical permits were issued supported by 709 inspections, 558 mechanical permits were issued supported by 627 inspections, 289 plumbing permits were issued supported by 440 inspections, and 27 demolition permits were issued. The Health and Licensing staff issued 896 health and licenses. Zoning Administration staff prepared for 46 Zoning Board of Adjustment appeals this year compared to 41 the previous year. The construction projects this year were generally smaller, but more numerous.
- The Code Administration staff worked with other members of the Community Development Department to review the suggested amendments to the Zoning Ordinance prepared by Jeffery Taylor and Associates, Inc. This review was completed and all approved amendments have been made and copies of the revised Zoning Ordinance have been issued to our ZBA members and are available to the public on the City's website.
- The Code Administration Division and the Fire Department worked together to change the process for applying for fire suppression and alarm permits to allow the public the option of applying for these permits at the Fire Department's Administration Office or at the Code Administration Office whichever is more convenient. This change was implemented in February of 2012, and the feedback to this change has been very positive.
- HB137 was the piece of legislation that had the most influence as to what direction the State would take when it came to building codes this year. This House Bill ended up going to committee and finally came out sometime in July. The result is that we will be regulating building construction under the 2009 codes for the next few years. We believe investing any further time and expense in evaluating the 2012 codes would not be prudent at this time as it more likely that nothing will happen until 2015.
- Members of the Code Administration staff attended monthly seminars provided by the New Hampshire Building Officials Association when the subject matter of the seminar was pertinent to their field of expertise. The Health and Licensing staff attended the Association of Food and Drug conference in June of 2012 and Gene Blake was awarded the Harvey W. Wiley Award for outstanding service to the Association.
- The State of New Hampshire adopted the 2009 FDA Food Code to regulate food establishments in 2011. The Health and Licensing Department currently enforces the 2001 FDA Food Code and has been reviewing the 2009 FDA Food Code for possible adoption. The department plans to adopt the 2009 edition of the Food Code in 2013.

Engineering Division

The Engineering Services Division completed a number of major projects and program initiatives throughout 2012, including major traffic and transportation design projects, water and sewer utility projects, and airport projects, along with a number of transportation corridor planning studies and review of the city's development standards and regulations. Engineering staff continued to provide support for the Transportation Policy Advisory Committee and its technical subcommittees on pedestrian, bicycling, public transit, and traffic operations.

Major Engineering Programs and Initiatives

The Engineering Services Division continued its efforts on a number of major engineering programs and initiatives including the implementation of the GIS Master Plan, development of a multi-year digital tax map system update program, and continued review of development regulations and standards in response to the recently completed Comprehensive Master Plan.

- With respect to the GIS Master Plan, staff implemented the major aspects of the program including outline of the city's geographic information system initiatives and priority programs. The Engineering Division continues to update and expand our comprehensive GIS records, including, for the water system, sanitary sewer, and storm system, drainage systems, as well as other municipal infrastructure to provide the required asset reporting information for Finance. Automated reports on the city's infrastructure assets are now being provided to the Finance Department, including the above mentioned assets, roadways, sanitary and storm sewers, waterlines, sidewalks, and other infrastructure elements as requested.
- GIS staff, along with summer interns, completed a comprehensive inventory of street lights and area lights within public parks throughout the city. The information was used to create a database for use on the intranet based system. Additionally, GIS staff and interns continued the development of water and sewer service records including updating system databases and creating detailed record drawings of water main age, size, material, and location of the GIS system.
- Engineering staff continues to develop strategies for evaluating and implementing mechanisms for a citywide Stormwater Enterprise for funding the stormwater management program. Although City Council did not fund the capital project intended to advance the study of stormwater enterprise mechanisms in the FY2012 budget, staff prepared a detailed outline for presentation to City Council highlighting information gathered to date and what program options Council could consider. Staff reviewed legislation passed in the legislature allowing for the creation of stormwater utilities and continues to monitor and review what other communities have developed or are considering for similar comprehensive programs.
- Engineering Services, in conjunction with the Planning and Assessing Divisions, continued with the second phase of the Digital Tax Mapping project. This phase focuses on approximately 1,100 parcels in the westerly part of the city, generally bounded by Hutchins Street to the south, Bog Road to the north, and Sewalls Falls Road to the east.
- Engineering Services continued the development of new and/or revised design, development, and construction standards relating to drainage design, stormwater management, street construction, and street acceptance standards, all, as well as digital plan submission standards being required and elements of site plan and subdivision plan submissions. Working closely with Community Development Administration and the Planning Division, early efforts have focused on updating design and development standards as well as street design and acceptance standards. Revisions to regulations include stormwater management regulations and digital plan submission requirements.

- In an effort to provide support to other departments and divisions, Engineering staff conducted numerous site visits to determine the location and/or status of public right-of-way lines for development issues, right-of-way encroachments, and potentially hazardous street trees.

Community Development Department Permit Tracking Software

The Engineering Services Division continues its use of the Permit Tracking system and its efforts to develop performance baseline standards for the quality and responsiveness of construction inspection, as well as the timeliness and responsiveness of the plan review process. Staff of Engineering, Planning, and Code Administration all use the integrated system proficiently and have advanced the electronic certificate of occupancy permit capability, thus streamlining efforts for the development community.

Transportation Policy Advisory Committee Initiatives

- In its 2008-2009 term, the Mayor and City Council created the Transportation Policy Advisory Committee (TPAC) in an effort to consolidate the number of technical review committees and standing advisory committees on traffic and transportation. Upon inception, the TPAC developed a number of technical subcommittees focused on supporting various areas of transportation. The subcommittees include: the Pedestrian Committee, Bicycling Committee, Public Transit Committee and the Traffic Operations Committee. Engineering staff provides direct support for all committee and subcommittee activities.
- With its focus on multi-modal transportation systems, TPAC assisted the Pedestrian Subcommittee on its submission of an application to be recognized as a pedestrian friendly community through the inaugural Federal Highway Administration's Pedestrian Friendly Community Program. In late 2011, Concord was given an honorable mention for its efforts and was encouraged to continue to develop and expand its focus on pedestrian accessibility.
- As one of City Council's top priorities, the Engineering Services Division continues its efforts in developing a comprehensive traffic and transportation engineering program. The City's Traffic Engineer continues to focus on developing traffic and transportation related policies as well as focusing on neighborhood traffic issues, in addition to the daily demands of traffic data collection, operational analysis, and response improvement. The Traffic Engineer chairs the city's Traffic Operations Committee and provides primary engineering support for the full TPAC and the Parking Committee.
- In an effort to identify and evaluate the city's high frequency and high severity accident intersections and corridors, the Traffic Operations Committee (TOC) continues to coordinate staff review of accident "Hot Spots" community-wide on a monthly basis. The TOC, through the support of the Concord Police Department, provides accident data used to develop accident "Hot Spots" locations for further review. Crash patterns are investigated and determined at high accident locations to identify safety problems and potential solutions. The TOC will continue its focus on capital projects by specifically targeting critical traffic corridors such as Loudon Road, Manchester Street, North State Street, Main Street, Fisherville Road, Village Street, and Langley Parkway.
- Engineering staff continues to support neighborhood traffic inquiries from residents through the Traffic Operations Committee (TOC). The TOC met monthly throughout 2012.
- Engineering staff collaborated with the New Hampshire Department of Transportation to implement low-cost traffic signal enhancements for safety at Loudon Road signals in the I-93 Exit 14 area.

- Engineering staff coordinated with General Services' street repaving efforts to enable a redesign of street pavement markings to include bicycle lanes. Projects include: Clinton Street west of McKee Square and Water Street through I-93 Exit 13.
- Engineering staff coordinated with Administration staff to facilitate the installation of countdown pedestrian signals at various signalized intersections downtown and near schools. Upgraded pedestrian signals were 100 percent federally-funded through successful application to the Energy Efficiency Community Development Block Grant program.
- Engineering and Planning staff hosted a pair of design/planning charrettes with the Penacook Village Association regarding transportation and community infrastructure in the village area. A March 10, 2012 charette addressed potential Route 3 Corridor traffic and streetscape improvements along Village Street (CIP 35); and an April 19, 2012 charette addressed community buildings, parks and development opportunities.

Major Transportation Improvement Projects

Engineering Services was active on a number of major transportation improvement projects and corridor studies throughout 2012.

- In 2012, staff advanced the conceptual design of Loudon Road corridor safety improvements and coordinated with the NHDOT regarding consideration of Highway Safety Improvement Program (HSIP) funds. Engineering staff expects to present its findings to the NHDOT in early 2013 and sponsor neighborhood meetings to promote this high priority, safety improvement project along Loudon Road currently scheduled for construction in 2014.
- Following the opening of Langley Parkway in 2008, Engineering staff continues to gather and review traffic volume data in an effort to evaluate the effectiveness of the new traffic corridor as well as shape the city's vision with the northerly leg of the Langley Parkway project and the Pleasant Street corridor study. With the support of project partners, Engineering staff and transportation consultant VHB began the traffic and environmental feasibility study of the northerly section of the Langley Parkway. The Phase 3 limits of the project will connect the existing portion of Langley Parkway (on the Concord Hospital campus just north of Pleasant Street) to North State Street via the Penacook Street intersection. Project review with impacted neighborhoods and presentation to the public areas expected throughout 2013. The final design and phased construction of the Langley Parkway project is scheduled in the outyear of the capital improvement program.
- City Council approved the construction of the Phase 1 improvement to the US Route 3 Corridor (South) - Manchester Street in late 2009. Improvements including the signalization of the Manchester Street/Airport Road/Integra Drive intersection were completed in July 2012.
- The Phase 3 improvements related to the US Route 3 Corridor (North) Improvement Project including the rehabilitation and replacement of large masonry box culverts in the vicinity of Rattlesnake Brook and Palm Street, installation of new traffic signals at Bog Road and Sewalls Falls Road were substantially completed in late 2011. Some minor work is expected in early 2012 to complete that phase of the project.
- Engineering staff continues to advance the design development for the Sewalls Fall Road Bridge Replacement Project. The City entered into an agreement with the NHDOT for the municipally managed project in the fall of 2011. Clough Harbor & Associates (CHA) has begun the final design review process and will undertake a detailed structural inspection and load rate analysis of the truss bridge structure in early 2012. Final design is expected through 2012/2013, with an anticipated project

advertisement in early 2014. The construction of the project is currently scheduled for FY2014.

Major Infrastructure Improvement Projects

- Engineering staff coordinated the design and construction of major intersection projects, airport projects, water and sewer utility projects, and stormwater projects.
- A detailed engineering study of the McKee Square project area (CIP 31) was completed by staff resulting in the development of conceptual layouts based upon traffic modeling efforts. Alternatives include: lane widening and signalization; a roundabout; and a keep-existing option. Engineering staff reviewed the project concepts with the Traffic Operations Committee (TOC), the Transportation Policy Advisory Committee (TPAC), Ward Councilors and abutting businesses and land owners. A public review meeting was held on December 8, 2011. A final report and recommendation to consider the roundabout alternative was accepted by City Council in May 2012. Construction is currently programmed for FY 2018.
- Engineering staff completed the design and construction administration of several major water and sewer utility projects, including the completion of construction of approximately 4,000 feet of water main replacement on Loudon Road from Hazen Drive to East Side Drive (Phase 1), completion of the design of 4,700 feet of water main replacement on Loudon Road between East Side Drive and Old Loudon Road (Phase 2), the construction of about 5,200 feet of water main cleaning and lining within the Penacook Village area, and the construction of 4,525 feet of sewer main lining along portions of Loudon Road, Walker Street, Merrimack Street, Rumford Street, and Mill Street. Engineering staff also coordinated the replacement of water mains along Spring Street with the Concord School District's replacement of the Kimball School.

Project Grant Awards

- Engineering staff prepared grant applications in late 2010 to the Federal Highway Administration (FHWA) for Transportation Investment Generating Economic Recovery (TIGER) grant funds for the Main Street and Langley Parkway projects. Although not successful in the TIGER III grant round, Engineering staff submitted a new application for the Downtown Complete Streets Improvement Project in early 2012 for the TIGER IV grant program. With the hard work of members of the Concord community, NH's Congressional Delegation, and the Governor, the City was notified of a grant award in June 2012. The total project grant is \$7,850,000 of which 60% (\$4,710,000) will be reimbursed by federal funds.

Community Development Engineering Project Inspection Program

- In its sixth year, the Community Development Engineering Project Inspection Program continues to provide excellent inspection services at cost effective rates to the development community. In 2011/2012, Engineering staff recommended that inspection service fees not be increased given the economic challenges facing the development community, and that the fund remains in a strong position financially. Since its inception with the purpose of replacing expensive, outsourced inspection services, Engineering's staff inspectors have saved the development community tens of thousands of dollars in fees. Additionally, the program continues to receive positive comments from the development community in terms of its cost effectiveness and the ability to make quick decisions. Engineering staff provided inspection services on 30 private development projects throughout 2012.

Planning Division and Planning Board

- The Planning Division continued to work on revisions to the Zoning Ordinance including a major rewrite of the Cluster Subdivision regulations, zoning for a new principal use “Continuing Care Retirement Community,” an update to the Impact Fee Ordinance fee schedule, changes to the Impact Fee Ordinance allowing for exemptions in the CBP, and changes to the supplemental standards section on the CBP.
- The Planning Division worked to complete the Energy Chapter of the Master Plan. A public workshop with the Energy Committee was held on November 29th. A Planning Board public hearing is planned for April.
- The Planning Division, with consultant assistance, embarked on the revision to the City’s Design Review Guidelines. An analysis of the Site Plan Regulations as they pertain to the Design Guidelines was completed. A corresponding analysis of the Zoning Ordinance is underway. A matrix of all the Design Districts is currently being developed by the consultant.
- The Division prepared enabling legislation authorizing cottage housing development as an innovative land use control (2013-H-0223-R) sponsored by Stephen Shurtleff.
- The Planning Division continues to provide staff support for the Planning Board, Conservation Commission, Heritage Commission, Design Review Committee, and Recreation and Parks Advisory Committee. For all committees, except RPAC, this includes responsibility for the preparation of agendas, minutes, legal notices, and correspondence. The Division continues to attend and assist other committees including TPAC, Parking Committee, State Capitol Region Planning Commission, CNHRPC Technical Advisory Committee, Mid-State Regional Coordinating Council, Trails Committee, the Energy Committee, Downtown Complete Streets Improvement Project Advisory Committee, and the New England Municipal Sustainability Network.
- The Planning Division continues to provide all of the requisite support for the Conservation Commission’s acquisition of land and conservation easements, including the protection of the Triacca property, Maplewood Farm and the Butterworth property, as well as conservation easements on land in approved Cluster Subdivisions. The Division has also supported the Commission in working with the Five Rivers Conservation Trust to purchase the Triacca property from the city so it can be merged with Dimond Hill Farm. Title work and legal documentation was coordinated by the Planning Division as well as the day to day interaction with the sellers during negotiations and once the Purchase and Sales Agreement is signed. The Division also coordinates the land management activities including making arrangement for installation of signs, debris removal, the construction and maintenance of trails, staffs the Trail Committee and the Conservation Commission, as well as manages the contract with the Commission’s consultant forester.
- The Planning Division completed all grant requirements for the CLG grant to conduct a survey of the City’s 19th Century Manufacturing Facilities along the South Main Street Corridor. The Heritage Commission is currently working with residents of the Stickney Hill Road neighborhood and an area of Penacook to potentially develop Neighborhood Heritage Districts.
- Planning staff attends the monthly Recreation and Parks Advisory Committee meetings. Several meetings with the HL Turner Group, the City Planner and the Director of Parks and Recreation have been held to develop the design of a new Skate House for White Park. Two public hearings were also held and the concept plans were brought to City Council at the January meeting.
- The Planning Division participated in the development of the new city website, with a focus on making the department webpage more user-friendly. The division has also

begun to look at permitting guides from other communities, mainly in Massachusetts, to find a template for a Concord Permitting Brochure/Guide.

- The Planning Division continues to provide support to the Downtown Complete Streets Improvement Project Advisory Committee, focusing on enhancing livability and the economic potential of downtown, promoting walkability and bicycling, and providing examples of green infrastructure. A short section on climate change has been added to the Energy Chapter of the Master Plan.
- The Planning Division is in the process of digital file organization and all of the ADR files (many going back to the 1980's) have recently been cleaned out, organized and archived as necessary.

Conservation Commission

- The Conservation Commission continued to protect priority open space through acquisition of fee ownership or easements. The Commission closed on the purchase of the Triacca property off of Hopkinton Road in September and closed on the purchase of the conservation easement at Maplewood Farm in December. The donation of a 68-acre conservation easement from St. Paul's School to the City was also finalized in October. The Commission also anticipates closing on the Butterworth easement within the next few months. In addition, the Commission voted to recommend to City Council that the area of the "Whispering Heights" planned sub-division be acquired for conservation.
- The Conservation Commission partnered with Five Rivers Conservation Trust on the protection of the Triacca property, Maplewood Farm and Butterworth property. Five Rivers Conservation Trust raised approximately \$35,000 which was used to off-set the city's share of funds for the purchase of the Maplewood Farm conservation easement. Five Rivers Conservation Trust has also raised approximately \$41,000 to be used towards the purchase of the Triacca property from the City so that the agricultural land can be merged with Dimond Hill Farm. The money would then be used to replenish the City's Conservation Trust Fund. Both the Triacca and Maplewood Farm properties were partially funded by the federal Farm and Ranchland Protection grant program, leveraging \$451,000 towards the purchase of conservation easements on these properties.
- The Conservation Commission, together with the Planning Division, pursued corrective actions to resolve an easement violation on land within a city-held conservation easement off of Millstream Lane. The violation was discovered during the easement monitoring internship last summer and involved several properties including the installation of an in-ground swimming pool within the easement area. The pool has been removed from the easement and the Planning Division will continue to work with the landowner to have the land restored. The Conservation Commission also held an easement monitoring training workshop for Commission members. The group is now in the process of monitoring and completing reports for the remaining conservation easements.
- The Concord Boys and Girls Club Youth Environmental Services (Y.E.S.) Team completed routine trail maintenance this past summer with the assistance of the City's consultant forester. The Trails Committee (subcommittee of the Conservation Commission) constructed a new trail system at Rossview Farm off of District 5 Road.

The Committee secured trail access in the form of landowner agreements and has completed the construction the “West End Farm Trail.” The West End Farm Trail includes approximately seven miles of trail, connecting Dimond Hill Farm, Rossvie Farm and Carter Hill Orchard. The Trails Committee hosted an inaugural thru-hike and dedication event on November 3rd. The event was well attended by Concord residents; over 110 people walked the trail.

- The Trails Committee is in the process of planning for the construction of a neighborhood trail connecting Rolinda Avenue to Russell Martin Park and is also planning trail improvements and a vista clearing at Oak Hill.
- The Conservation Commission will continue to conduct site walks and provide reports to the Planning Board, the NH Department of Environmental Services Wetland Bureau, and developers on projects with proposed wetlands or other environmental impacts; especially those projects that involve applications for Dredge and Fill Permits and for Conditional Use Permits for disturbance of wetland buffers.
- The Conservation Commission is reviewing a contract with Bartlett Tree Services for the fertilizing and tree care of the downtown street trees. Because of the anticipated improvements downtown, the scope of work will be limited to Bicentennial Square, Eagle Square and other areas not affected by the streetscape improvement project. The Planning Division is also coordinating with the General Services Department to re-establish a “Sustainable Street Tree Planting Program” that will allow residents to share in the cost of planting street trees in front of their properties.

Forestry/Trails

- The City’s consultant forester and Planning staff continue to attend all meetings that involve trails and city forests.
- The boundaries of Russell Martin Park and Oak Hill, within the vicinity of the proposed timber sale, were marked.
- The boundaries of the Winant Park and Marjory Swope Park were blazed.
- This past summer, the Y.E.S. Team completed routine trail maintenance throughout the city. The City’s consultant forester also continues to routinely clean up trails after severe storms. Members of the Trails Committee also patrol the trails and notify staff of maintenance concerns.
- The Trails Committee completed the construction of the trails at Rossvie Farm. The Committee is working with the Planning Division and the Parking Committee to establish on-street parking along District 5 Road to accommodate parking for the trail. The Y.E.S. Team, together with the City’s consultant forester, constructed a loop trail at Russell Martin Park and the location of the trail connection to Rolinda Avenue has been laid out. The Planning Division is organizing a small timber sale at Russell Martin Park this fall to remove several large trees that have blown down. Staff will meet with the landowner at 11 Rolinda Avenue to finalize the layout of the trail connection this spring.
- Maps of the West End Farm Trail and Marjory Swope Park have been added to the City’s trail system on the website.

- The Planning Division has secured all the necessary trail agreements for the West End Farm trail and is pursuing additional trail agreements to expand the trail system at Marjory Swope Park.
- The Trails Committee has established a Concord Trails Facebook page and hosted a public event to dedicate the West End Farm Trail.
- The Planning Division coordinated the Y.E.S. Team volunteer work on city trails this past summer. The City has also hosted two groups of volunteers from St. Paul's School to help with the maintenance of trails at Winant Park and Marjory Swope Park.
- The Riley lot, Morono Park, and Healy Park areas were brush hogged to control the occurrence of invasive plant species.

FINANCE DEPARTMENT

The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management, and debt administration and budgeting. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

Notable

Office of Management and Budget Division

The Office of Management and Budget (OMB), codified in 2011, provides citywide comprehensive and consistent budgetary and analytical support. As part of OMB's launch, the budgeting process was re-designed for the intended purpose of relieving departments of some budget preparation responsibilities thus allowing them to focus more effort on their mission. The division works closely with all departments to prepare the City's annual budget.

Treasury/Collection Division

The Collection Office processed over 41,000 motor vehicle registrations and the property tax collection rate was 98% for the 2011 tax year. Office hours open to the public were extended daily until 4:30 PM and until 6:00 PM on Thursdays. The city has maintained a bond rating of AA1 with Moody's and AA with Standard and Poor's. In January 2012, the city sold \$8.4 million in bonds with an average interest rate of 1.88%.

Accounting Division

The City received a Certificate of Achievement for Excellence in Financial Reporting award for the June 30, 2011 CAFR. This certificate of achievement award was presented to the city by the Government Finance Officers Association and is the highest form of recognition in governmental accounting and financial reporting and its attainment represents a significant accomplishment by a government and its management.

Purchasing Division

The Purchasing Division, in conformance with the City Charter and ordinances, strives to:

- a. Provide optimal value for the taxpayer;
- b. Meet the needs of all city departments;
- c. Be responsive to and respectful of all customers;
- d. Encourage competition;
- e. Be fair, open, ethical and efficient

Working with city staff, the Purchasing Division has successfully negotiated the following contracts:

- a. **Energy Contracts.** Fixed price contracts for the supply of **electricity** for the City's 55 largest accounts have been awarded to Constellation New Energy through 12/31/13. The City's smaller accounts continue to receive electricity supply from Utilil on a default basis. A fixed price contract for the supply of **natural gas** for the City's largest 19 accounts has been awarded to Hess through 6/30/14. The City's small accounts continue to receive natural gas supply from Liberty Utilities on a default basis. **Gasoline, diesel fuel, kerosene and #2 fuel oil.** Due to recent market volatility these fuels are all under a combination of fixed price and indexed price contracts, with various vendors, through 6/30/13.
- b. **Energy Improvements.** The City has implemented the following energy improvements, primarily through an Energy Management Services Agreement with Consolidated Edison Solutions, Inc.:
 - a. Fire Department Headquarters: Installation of HVAC upgrades and tying the administration, communications and training buildings into the City's energy management system. These improvements will result in an estimated annual savings of 106,822 kWh of electricity, 9,126 therms of natural gas and an estimated annual reduction in greenhouse gas emissions totaling 235,318 lbs. of CO₂.
 - b. Water Treatment Plant: Installation of HVAC upgrades (including a new natural gas fired boiler replacing a #2 fuel oil fired boiler) and tying the buildings into the City's energy management system. These improvements will result in an estimated annual savings of 54,552 kWh of electricity, 5,622 gallons of #2 fuel oil (partially offset by an estimated annual usage of 3,219 therms of natural gas) and an estimated annual reduction in greenhouse gas emissions totaling 131,812 lbs. of CO₂.
 - c. Penacook Wastewater Treatment Facility: Installation of HVAC upgrades (including a new natural gas fire boiler) and tying the facility into the City's energy management system. These improvements will result in an estimated annual savings of 49,343 kWh of electricity, 5,478 therms of natural gas and an estimated annual reduction in greenhouse gas emissions totaling 122,055 lbs. of CO₂.
 - d. Blossom Hill Cemetery Maintenance Building, Beaver Meadow Golf Course Maintenance Building and the Snow Removal Equipment (SRE) Building at the Concord Municipal Airport: All buildings were tied into the local utility's natural gas pipe line and had their boilers/furnaces converted from burning #2 fuel oil to natural gas. These improvements will result in an estimated annual savings of 2,847 gallons of #2 fuel oil (partially offset by an estimated annual usage of 3,957 therms of natural gas) and an estimated annual reduction in greenhouse gas emissions totaling 14,992 lbs. of CO₂.

The total return on investment for these projects is 10.2 years. Applications for rebates from the local electricity and natural gas utilities are being submitted.

The Assistant Finance Director and Purchasing Manager:

1. Continue to serve as members of the City's Enterprise Resource Planning (ERP) System Steering Committee; and
2. Are the leaders of the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and improvement of services.

The Accounting Office's Fiscal Supervisor and Fiscal Technician II in coordination with the Purchasing Division's Purchasing Manager and Purchasing Agent, with the assistance of the IT Department and Personnel Department's Safety and Training Coordinator, continue to train new and existing city staff on current accounts payable and purchasing policies and procedures and the use of the city's financial management software (Logos).

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the city residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever escalating threats to security, and the need to minimize cost.

Notable

- Upgraded and replaced legacy voicemail system.
- Upgraded hardware and software on Email server and integrated with voicemail system.
- Migrated Data and Voice communications for Human Services, Prosecutors, and Recreation to new physical office locations.
- Implemented an updated online web presence with coordinated efforts from all departments.
- Migrated home grown budgeting system to ERP integrated budget module.

FIRE DEPARTMENT

The mission of the Concord Fire Department is to protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and twenty other communities comprising the Capital Area Mutual Aid Fire Compact. The center also dispatches two private ambulances and the Central New Hampshire Haz Mat Team. The Department also maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

Notable

Administration and Communications

- Coordinated and delivered the promotional process for the ranks of Battalion Chief, Paramedic Lieutenant, and Fire Lieutenant.

- The Hazard Mitigation Plan was completed, approved by the Federal Emergency Management Agency, and adopted by the City Council.
- Primex completed an ergonomics study of the department communications center and new furniture was acquired to reduce injuries.
- All dispatchers participated in training with the Lakes Region Communications Center to assure full interoperability between the centers. All costs were reimbursed with grant funding.
- Grant funding was obtained to upgrade communications hardware and software.
- Three of the buildings in the Headquarters complex were painted using labor from the Merrimack County House of Corrections, under the supervision of a retired Fire Lieutenant.

Fire, Emergency Medical Services, Training, and Special Operations Activities

- A five alarm fire brought firefighters from 20 communities to combat a structure fire in the Endicott Hotel on South Main Street. The structure was saved.
- The Department made extensive preparations for the arrival of Hurricane Irene and opened the City Emergency Operations Center to coordinate activities.
- A new vendor was selected for emergency medical services billing. The new vendor has extensive experience in the region.
- Two LUCAS mechanical CPR devices were placed in service on Ambulances 4 and 5. The use of such devices can double cardiac arrest survival rates.
- The Department is working closely with Concord High School to start a regional technical center career training program leading to certifications as a Firefighter and Emergency Medical Technician.
- All officers attended a professional development seminar on the use of the new Computer Aided Management of Emergency Operations software.
- The Department established a Twitter account and had 755 subscribers for its FaceBook page.
- Several paramedic students from the New Hampshire Technical Institute and the University of Vermont completed preceptorships with department staff.
- Firefighters trained on forcible entry, ventilation, and hose lays at buildings slated for demolition at Banks Chevrolet.
- A Fire Lieutenant completed the Primex Supervisor's Academy.
- Three members of the Department completed the Fire Officer I and II program at the New Hampshire Fire Academy.
- Specialized washing machines for protective clothing were purchased and installed.
- Several members participated in technical rescue, hazardous materials, and incident command classes which were made possible by a grant to the State of New Hampshire.

Fire Prevention and Safety Initiatives

- A successful Fire Prevention Week culminated with an Open House at the Heights Fire Station.
- Fire Prevention staff members attended a one week seminar on new advances in fire investigations.
- The Fire Prevention Bureau acquired iPads for supporting inspection activity, providing for in-field code consultation, faster turnaround in answering code related questions, and improved productivity for staff.

SERVICE INDICATORS	2010	2011	2012
1. Total Emergency Calls for Service	6,882	7,327	7,182
a. EMS Calls	4,227	4,740	4,772
b. Haz-Mat	91	77	79
c. Residential Structure fires	42	53	52
d. Commercial Structure fires	20	17	20
2. Percent EMS Response within 5 minutes	70	65	65
3. Percent Fire Response within 5 minutes	77	61	56
4. Quick Access Plans Completed	56	80	80
5. Fire Safety Inspections Completed	1,777	1,317	1,260
6. Alarm Systems Monitored	543	539	539
7. Master Box plug in/plug out	215	145	95

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, ice arena, and motor fleet.

Notable

Highway and Utilities

- Completed the Shim/Overlay Project (CIP #80) as approved in the FY 2011 budget.
- Actively participated with the New World Systems ERP Logos Core Team regarding implementation and continued participation in the Work Order module development.
- Completed two rounds of fall clean up. With the lighter than normal winter, crews were able to clear roadside brush on 42 miles of roads.

Public Properties

- Installed a new split heating, ventilation and air conditioning system into the Collections Department.
- Performed recommended repairs to the emergency generators at the Combined Operations Maintenance Facility and Municipal Complex.
- Resolved sound attenuation issue in the Conference Room at the Library.
- Secured, cleaned out debris and winterized tax deeded property at 109 Fisherville Road.
- Closed down and winterized 249 Pleasant Street.
- Installed new sewerage ejector control panel system at the Police Department.
- Repaired and cleaned oil/gas separator system and associate piping in the garage of the Police Department.
- Repaired concrete slabs inside the garage areas at the Combined Operations Maintenance Facility.
- Repaired/replaced the underground electrical to the State House arch electrical service.
- Secured and winterized tax deeded property at 8 Bradley Street.
- Installed new scoreboard at Green Street Community Center gym.
- Performed electrical work associated with dedicated outlets for the spotlights at the Audi.
- Installed a picture molding along the perimeter of the lobby area at the Audi.

- Replaced the failed ejector pump at the Police Department associated with the sewerage ejector system.
- Performed ADA upgrades to the West Street Ward House as required by the U.S. Department of Justice.
- Performed various safety and energy saving improvements to the garage doors at the Police Department.
- Fabricated and installed storage units for drawings in the basement of the Annex for the Building and Code Services Division.
- Installed a new unit heater and commercial fan in the garage at the Police Department.

Equipment Services

- The City took a leadership role in the use of Alternatively Fueled Vehicles. By converting two vehicles to Compressed Natural Gas, the department will reduce vehicular fuel cost by one third and reduce emissions and our carbon footprint.
- Continued to implement the City's Commercial Driver's License Drug and Alcohol Testing Program including programmatic awareness training of all employees who are required to possess a current Commercial Driver's License and manage the drug and alcohol testing program. Also, provided training for all city employees who supervise CDL drivers regarding reasonable suspicion of alcohol/drug use/abuse.
- Continued to actively participate in the Granite State Clean Cities Coalition as a stakeholder.
- Participated actively in the Motor Fuel Users subcommittee.
- Continued as a member of the City's Joint Loss Management Committee (JLMC) and currently chair same.
- Performed facilities safety and health Inspection at the COMF and had deficiencies corrected.
- Completed the Fuel Station Refurbishment project at the COMF.
- Prepared a Request for Proposal for and implemented the City's new Fuel Management System.
- Successfully utilized inmate labor from the Merrimack County House of Corrections for selected activities.

Arena

- Completed floor replacement project within a compressed time frame to minimize impact on ice and non-ice user groups.
- Completed floor replacement project under budget projection and was able to use repurposed funds for improvements to lobby and front entrance.
- Helped negotiate a beverage contract with Coca Cola to include an overhead score clock.
- Added a Saturday Public Skating session. Public skating is now offered seven days per week.
- Established a partnership with Black Ice to promote arena advertising.

Water

- Water Treatment Plant staff has reduced both electricity and chemicals consumption.

- Eliminated second shift. All personnel are now working a single, eight-hour per day shift.
- Reduced the holiday schedule from eight hour work shifts to four hour shifts to save on overtime.
- Renovated the Water Treatment Plant's front entry stairway.

Wastewater

- Replaced second of two utility water pumps at the Hall Street Wastewater Treatment Facility.
- Drained, cleaned, and inspected Sequencing Batch Reactor #1 at the Penacook Wastewater Treatment Facility.
- Annual NPDES compliance inspections conducted by the NH Department of Environmental Services for both of the City's Wastewater Treatment Facilities resulted in positive reports with no noted deficiencies or recommendations.
- Completed installation of new waste activated sludge line and flow meters at the Hall Street Wastewater Treatment Facility.
- Rebuilt RDP thermoblender brush assemblies for heat zones 2A and 2B at the Hall Street Wastewater Treatment Facility.
- Began participation in EPA's NetDMR electronic reporting program for both NPDES permits.
- Continued to enjoy annual savings of approximately \$50,000 due to long term agreement for biosolids management services.

HUMAN SERVICES DEPARTMENT

The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

Notable

- Concord Human Services was able to send 49 boys and girls to summer camps through the generosity of the NH Charitable Foundation and Concord Junior Service League.
- Twenty area boys were also provided with camp necessities from the Everett Weir Abbot Fund through the NH Charitable Foundation. Human Services partnered with Concord Recreation, Police and Fire Departments.
- Concord Human Services Director served as the agency coordinator for the Capital Region Food Program Holiday Food Basket Project, serving 1,419 families from Concord and Penacook.
- Generous agencies, churches, businesses, city departments and individuals helped Concord Human Services provide Christmas toys to 76 children.
- Thanksgiving baskets donated by George Segal, President of ASA Sanel, and their generous employees were provided to 62 families.
- Members of Temple Beth Jacob continued to provide dried goods, chicken and meat for our food pantry all year long and the Capital Region Food Program provided a monthly distribution of food staples so that we could issue food baskets. Immaculate Heart of Mary donated diapers and other non-food items.
- Director served on the statewide NH Refugee Advisory Council that meets every other month, sharing reports and providing cultural education on our newest arrivals.

- Concord Human Services staff worked with 3,573 appointments and walk-ins, including 204 homeless or at risk of being homeless families and individuals, and had a caseload of 777 separate households.

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to ensure that all actions of the City are within the powers granted to it by the legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

Notable

- In FY2012, the Prosecutor's office fully implemented the Mediation Program for Motor Vehicle cases, which is now called Pre-Trial Negotiations (PTN), to reduce the need for police officers to report to court to testify, thereby reducing overall police witness fees. Through June 2012, the department successfully negotiated 474 cases out of 527 who appeared for mediation; a success rate of 89.9%.

<u>SERVICE INDICATORS</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Estimated 2013</u>
1. Tax Lien Mortgages (Research at Registry)	700	651	700	680
2. Tax Deed-Mortgages (Research at Registry)	150	143	150	150
3. Tax Title Searches for Property to be Deeded	55	43	45	45
4. City Dept/Board Requests for Legal Services	1,800	1,985	2,000	2,300
5. Bankruptcy Matters (Claims/Monitoring)	78	58	60	60
6. Title searches for property acquisition and sales; lot consolidations; deeds reviewed/prepared	180	135	125	135
7. Administer financial guarantees for city projects and developments	318	289	250	250
8. Pending Civil Litigation Cases	13	3	6	8
9. Pending Tax Abatement Cases	39	65	60	60
10. Concord Criminal Dispositions and Hearings	19,713	16,939	16,000	15,000
11. Loudon Criminal Dispositions and Hearings	1,485	1,392	1,150	1,100
12. Bow Criminal Dispositions and Hearings	1,347	1,372	1,800	1,600
13. Bow Juvenile Dispositions and Hearings	50	33	22	22
14. Dunbarton Criminal Dispositions and Hearings	103	135	180	180
15. Concord Juvenile Dispositions and Hearings	1,590	1,438	1,600	1,550
16. Loudon Juvenile Dispositions and Hearings	27	26	35	35
17. Concord Administrative License Suspensions	169	129	120	115
18. Bow Administrative License Suspensions	40	34	28	30
19. Dunbarton Administrative License Suspensions	1	8	5	5
20. Loudon Administrative License Suspensions	24	19	20	20
21. Concord Code Enforcement	176	37	80	75
22. Other (MCPTS or NHDTF)	28	17	25	40

LIBRARY DEPARTMENT

Mission: The Concord Public Library connects individuals with resources in order to enhance lives and build community.

Vision: The Concord Public Library will be a dynamic place, promoting the love of knowledge and the joy of reading.

Notable

- Maintained community awareness of Library hours, resources, services and programming. Staff developed and executed a new approach to marketing and publicity. Programming events for September through December, January through March, and April through June were planned, the publicity written and the posters created before the beginning of each quarter. Summary handouts were created for the “season’s” programming, one for adult programming and one for children’s programming, which were distributed to Library users. In addition, publicity continued to be sent out to our list of publicity outlets and program information was provided online via “CPL News.”
- Increased programming events for both children and adults. Beginning in the fall, the Children’s Room staff offered an additional session of Lapsit and Toddler Tale programs on Thursdays, and offered an additional session of Family Storytime on the 2nd and 4th Saturdays of the month. In addition, a fourth Thursday afterschool program was added called “Crafternoon.” And, on the fifth Thursday of the month, the Children’s Room staff offered an additional program. The Adult Services staff supported the many *Concord Reads* programs in the fall. They offered many programming events throughout the year as well, including a Zentangle workshop, the “Learn at the Library” series offered by City staff, music programs and movies. Programming offerings during National Library Week included a folk music concert for all ages, and a “Singalong-Drawalong Jamboree” for children. In May, staff visited the schools and told hundreds of students about the Library’s Summer Reading Program. In June, children were entertained at the Summer Reading Kickoff Program by a magician.
- Supported the IT Department’s development of a new city web page to improve the Library’s online services and to include the utilization of social media. Library staff reviewed IT’s RFP for the development of a new web page. Staff prepared a Facebook page to promote library classes and events. The Library’s Facebook page was launched in late June. Library staff participated on the review panel for the web page proposals.
- Completed the review the Library’s policies and procedures, and the Library’s use of the building, to identify ways to improve customer service.
- Continued to digitize historical photos of Concord, utilizing volunteers, to make the photos available on the Library’s web page.
- Continued to increase the Library’s utilization of volunteers. Volunteers gathered to stuff new patron packets on two occasions in the fall. High school volunteers in the Children’s Room continued to volunteer on a regular basis. Plans were completed to advertise in April for more volunteers, hoping to engage more people on a regular basis in data entry, processing and mending of materials, shelving, assisting with library program events, and helping with the building and grounds. Also, plans were made to recognize 29 volunteers during National Library Week in April for their assistance at the Library during the year. In April, approximately 10 new regular volunteers (2-4 hours per week) were recruited and subsequently trained.
- Provided all staff with two in-service training workshops. One training workshop was in customer service. For the second in-service training, staff selected from a time

management workshop, online classes with our library automation vendor, and evaluation training.

Service Indicators	<u>Actual FY2010</u>	<u>Actual FY2011</u>	<u>Actual FY2012</u>
1. Items Borrowed			
Main Adult	185,044	176,750	176,671
Main Children's	103,657	92,558	96,742
Audio & E-book Downloads	5,011	7,527	12,304
Main Total	293,712	276,835	285,717
Penacook Branch	8,418	7,142	9,346
Total	302,130	283,977	295,063
2. Traffic Count			
Main Library	220,805	205,881	227,741
Penacook Branch		3,497	3,925
3. Online Services			
Catalog searches	598,824	594,402	*951,589
Database searches	110,022	76,372	66,807
4. Classes & Events			
Main Adult Programs	16	23	40
Main Adult Attendance	418	549	562
Main Young Adult Programs	0	0	1
Main Young Adult Attendance	0	0	8
Concord Reads Programs	17	6	6
Concord Reads Attendance	765	108	149
Main CR Programs	176	173	291
Main CR Attendance	5,101	4,732	6,305
Pen Branch Programs	3	8	6
Pen Branch Attendance	66	87	95
Total programs	212	210	344
Total attendance	6,350	5,476	7,119
5. PC/Internet Use Hours			
Main Adult	25,103	23,355	31,869
Main Children's	6,671	6,423	2,153
Penacook Branch	246	168	253
Total	32,020	29,946	34,275
6. Research Assistance			
Total	63,232	67,899	66,586
7. Volunteers			
Hours	1,284	2,520	1,897
8. Interlibrary Loans			
Lent	2,553	2,507	2,351
Borrowed	2,274	2,273	2,439

*This increase is due to automated search tools giving a greater population access to our inventory.

HUMAN RESOURCES DEPARTMENT

The Human Resources Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Provided leave administration services and consulted with city departments for 22 short-term disability, 2 long-term disability claims and 103 worker's compensation claims, 13 of which were considered lost time.
- The worker's compensation Loss Ratio Adjustment Factor was 0.6 for FY12.
 - The JLMC continues to work with the City's Safety & Training Coordinator to ensure we actively maintain our Prime status with Primex, the City's worker's compensation and property liability insurance provider. The Prime Program (Primex Recognition of Risk Management Effort, Effectiveness, and Excellence) is designed to assist members to improve risk management performance by establishing, and effectively utilizing, specific Risk Management Best Practices.
- Overall Wellflex Employee participation rates reached 81%. 253 individuals have participated in the Health Risk Appraisal. In total, 705 individuals attended an education session sponsored by this program; 88 individuals completed all wellness program requirements; 557 individuals participated in a health screening.
- Wellflex program activities and accomplishments:
 - ❖ Held our second annual wellness fair with over 240 in attendance.
 - ❖ Offered expanded educationals in areas such as Summertime Cooking, Fitting Fitness into Your Life, Colon Cancer, Diabetes, Holiday Stress Busters, Heart Health, Intuitive Eating, Credit and Debt, and Healthcare Consumerism.
 - ❖ Coordinated city-wide participation in the Fall into Winter program and Step into Spring program.
 - ❖ Offered numerous on site exercise programs such as Zumba, Pilates, Yoga, Core Strengthening, Tai Chi, Fall into Winter and Step into Spring.
 - ❖ Offered free flu shot clinics for all employee, retirees, and eligible spouses.
 - ❖ Participated in the American Heart Association's Wear Red Day.
- The Human Resources Department coordinated 55 separate recruitments during the fiscal year.
- The turnover rate for this time period was 3.0%.
- The department participated in ongoing evaluation working towards implementation of from the Next Generation Software for New World Systems.

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

FY 2012 GOAL STATUS

1. Continue a comprehensive citywide traffic enforcement strategy in order to continue and institutionalize behavior change by motorists and make the streets safer for motorists, pedestrians and bicyclists alike through the following strategies:
 - a. Utilize the Patrol Division to increase Department totals for enforcement activity by 10% over FY 2011.

Status: During FY2012 the Department issued 3,576 motor vehicle citations and 13,129 written warnings. During the same period last year the Department issued 3,994 citations and 11,300 written warnings. Total motor vehicle activity for the Department was 9.2% above last year. The Department has maintained a priority on keeping the roadways of the city as safe as possible and the Department will continue its enforcement activity designed to change the behavior of motorists, bicyclists, and pedestrians in a positive manner.
 - b. Strive to increase DWI arrests to FY2009 levels. Utilize any available grant opportunities to focus specific enforcement resources on DWI apprehension.

Status: During FY2012 the department made 156 DWI arrests. This compares with only 139 DWI arrests made last year. This constitutes an 11.5% increase in DWI arrests over last year. Along with efforts made by patrol officers, the Department has also utilized grant funding provided through the NH Highway Safety Agency to participate in city-wide DWI Patrols and to participate in the Merrimack County DUI Task Force. This Task Force has conducted, and will continue to conduct, sobriety checkpoints in Concord and the surrounding towns during the summer of 2012. The Concord Police Department is committed to removing impaired drivers from the City's roadways and will utilize all tools available to the department to accomplish this.
 - c. Continue to utilize uniformed patrol staff to identify neighborhood traffic issues where enforcement activities can reduce dangerous and illegal behavior. Each patrol officer should complete one traffic enforcement project during each 24 week shift cycle.

Status: All Patrol Officers are assigned traffic enforcement projects within their patrol sectors. Officers are encouraged to identify problem areas and develop a strategy to attempt to address the issue. Officers typically forward information to the City's Traffic Operations Committee for issues that are beyond the scope of simply enforcement.
 - d. Reduce the number of personal injury accidents in the City of Concord from 2011 levels by 10% by focusing enforcement action on the areas most susceptible to this type of collision. Specific attention should be given to the Manchester Street, Loudon Road, Pleasant Street and Route 3 corridors.

Status: During FY2012 the Department responded to 1,135 reportable accidents; 246 of these involved injury to a total of 306 individuals. In comparison, in FY2011 the department responded to 1,274 reportable accidents of which 282 involved injury to a total of 384 individuals. This is a reduction of approximately 11% in reportable accidents between last fiscal year and this year, and a reduction of 13% in the number of accidents involving personal injury. There were no fatal accidents occurring in FY2012.

The following table documents accidents and enforcement activity along Loudon Road, Manchester Street, Pleasant Street, and the Route 3 corridor during FY2012 compared with the same time frame in FY2011.

		Loudon Rd	Manchester St	Pleasant St	Route 3
FY 12	Total Accidents	203	44	56	114
	Accidents involving injury	44	16	9	22
FY 11	Total Accidents	238	57	45	123
	Accidents involving injury	58	19	8	24
		Loudon Rd	Manchester St	Pleasant St	Route 3
Traffic Enforcement (FY 12)		2797	708	524	2412
Traffic Enforcement (FY 11)		2826	820	420	1985
% increase/decrease		-1.0%	-13.7%	+24.8%	+16.5%

- Initiate the 3-Year Police Accreditation process through CALEA (Commission for Accreditation of Law Enforcement Agencies).

Status: Through the end of FY2012 no action has been initiated regarding this goal.

- Maintain dedicated police preventative patrols at seven per shift in parks, downtown, Penacook or other areas susceptible to criminal activity.

Status: During FY2012 the department conducted 10,834 preventative patrols totaling 3,390 personnel-hours. This averages to 9.9 preventative patrols per shift.

- Attain 100% staffing levels of all funded positions by the end of calendar year 2011.

Status: During FY2012 the department hired 4 sworn police officers, however, due to retirements and personnel leaving the department, at the end of the fiscal year the department had 5 vacant police officer positions.

- Attain at least a 90% clearance rate for Part I Crime.

Status: During FY2012 the department cleared 85% of Part I crimes. Many cases involving Part I crimes are still under investigation and this percentage will change as these cases are resolved.

- Conduct a police vehicle fleet acquisition and management review with the Finance and General Services Departments. Topics to be reviewed should include but not be limited to purchase vs. lease, recycling patrol vehicles to unmarked vehicles vs. buying new, and any other relevant issue.

Status: During FY2012 the department participated in discussions with the Office of Management and Budget as well as the City's Fleet Manager in order to develop an action plan leading into FY2013. During FY2013 the department will be implementing a motorcycle unit to augment its patrol and traffic enforcement unit efforts and will also be purchasing a used Drug Enforcement Unit vehicle as opposed to leasing as has been the past practice. The department will continue to evaluate the needs of its fleet and will coordinate efforts with both OMB and the Fleet Manager to best address these needs.

7. Monitor, report upon and pursue all grant opportunities under the American Reinvestment and Recovery Act (ARRA) and any other program for which the City may be eligible. Take appropriate steps to increase eligibility by working with the State of New Hampshire and other agencies to insure the City is not unwittingly barred from eligibility for current and future programs. Understand and execute all related grant activities and requirements in accordance with ARRA or grantor terms, including transparency.

Status: The Department currently manages two grants funded through the 2009 Recovery Act. These include the 2009 Recovery Act JAG Grant and the 2009 COPS Hiring Recovery Program Grant. The Department has expended all of its funds through the Recovery Act JAG Grant, however the grant is still active as the department is serving as the fiscal agent for this grant which includes five other sub-recipients. Currently one officer position is still being funded through the 2009 COPS Hiring Recovery Act Grant. This position will continue to be funded through this grant until December of 2012, after which the department will have to incorporate the cost of this position in its annual budget. The Department has also been awarded two additional police officer positions through the 2010 COPS Hiring Recovery Program. This funding was made available to the city after a federal review of the award process for the 2009 COPS Hiring Recovery Program revealed that the City of Concord should have been awarded funding for the two additional police officer positions. The award amount for these two positions totals \$460,270 which covers three years funding for the salary and benefits for two entry level police officers. A requirement of the grant is that the city funds these positions for a minimum of 12 months following the completion of the grant period. Both of these police officer positions have been filled and the two officers are currently assigned to the Patrol Division.

In addition to Recovery Act Grant Funding, the department has been awarded funding of \$270,135 through the 2010 COPS Hiring Program to fund a full time police officer position for a period of three years. As with the Recovery Act grants, a requirement of this grant is that the city fund this position for a minimum of 12 months following the end of the grant award period. This position has been filled and the officer is currently assigned to the Patrol Division. Grants obtained through the 2009, 2010, and 2011 Justice Assistance Grant Program, Ballistic Vest Partnership, NH Highway Safety Grant Funding, and Enforcing Underage Drinking Laws are currently being maintained in addition to the grants mentioned above. The Department's Planning and Analysis Unit, working in conjunction with the City's Office of Management and Budget and Finance Department, has ensured that all reporting requirements are met in accordance with the conditions of each individual grantor. In addition, all possible future grant opportunities are being explored to determine their applicability to the department and whether further action is warranted. A number of grant solicitations are expected during the upcoming year and the department will remain

vigilant in seeking out funding through these grants in order to further the department's goals.

8. Conduct an assessment of the second floor of the Police Headquarters and, if found to be warranted, re-utilize the existing space to better serve the current and future needs of the department.

Status: The Department continues to examine the available space of the second floor of Police Headquarters. Possible usage of this space includes the much needed expansion of the department's evidence storage area. The Department is currently considering requesting additional funding to help meet the growing needs of evidence and property storage, and to mitigate issues stemming from evidence and property storage overflow. The Department is also examining the placement of audio/video monitoring and recording equipment in areas of the second floor where security concerns and recording capabilities have been identified.

9. Institute a regular testing and operations routine for the back-up dispatch center at the Merrimack County Court facility.

Status: The back-up dispatch center located at the Merrimack County Court facility is completely functional. In order to make the center more user friendly for the department's dispatchers, additional technical equipment has been identified and is currently being researched prior to any purchases being made. Exercises involving the transfer of dispatch to this facility have been planned and will be taking place in the middle of July 2012.

FY 2012 ADDITIONAL ACCOMPLISHMENTS

- The Concord Police Department, in conjunction with the Merrimack County Sheriff's Office, applied for and received grant funds through the Department of Justice – Edward Byrne Memorial Justice Assistance Grant Program. The entire grant was for \$35,134 of which the Concord Police Department will receive \$30,000 to be used for police service enhancements and technology upgrades; \$5,000 was allocated to the Merrimack County Sheriff's Office while the Concord Police Department will serve as fiscal agent for the entire grant.
- During the beginning of the 2011/2012 school year, the department participated in an initiative focused on enforcing school bus violations and addressing the safety of children while loading, riding, and unloading on school buses. Overtime patrols focusing on these areas were funded by the NH Highway Safety Agency and occurred in the Concord and Penacook area for both the Concord School District and Merrimack Valley School District. Also taking a proactive role in this initiative was the Department's Traffic Enforcement Unit.
- The Concord Police Department continues to be in the forefront in addressing computer and internet crime, especially crimes against children. The Department plays an active role in the New Hampshire Internet Crimes Against Children (ICAC) Task Force and has developed a state of the art electronic forensic lab complete with computer and cell phone analysis equipment. All of the training and forensic equipment has been obtained through federal funding. Since the beginning of this fiscal year, the CPD Computer Crimes Unit has been involved in numerous investigations and has provided technical expertise to other agencies including the US Attorney's Office, NH Attorney General's Office, Merrimack County Attorney's Office, NH State Police, NH Probation Parole, Merrimack County Sheriff's Office, Pembroke Police Department, Henniker Police Department, Nashua Police Department, Conway Police Department and Peterborough Police

Department. The forensic examinations that have been conducted include crimes involving Child Pornography, Child Molestation, Computer Harassment, Identity Theft, Financial Crimes, and Counterfeiting.

- The Criminal Investigations Division was instrumental in the adoption of a Pawn Ordinance by the City. This ordinance requires the collection of identifying information from those who pawn items and requires that this information must then be forwarded to the Police Department. This ordinance has already proven to be a great asset in resolving property crimes that occur not only in Concord, but also other jurisdictions.
- The Criminal Investigations Division continues to work on implementing a homeless tracking program. This program will assist the department in identifying homeless persons, investigating crimes involving homeless as both victims and suspects, and help address the needs of the homeless population.
- The Concord Police Department was awarded a grant of \$39,788 to partially fund a police officer position in order that the department may assign one of its Drug Enforcement Unit detectives to the NH Attorney General's Drug Task Force. The Department has been a member of the Drug Task Force since its inception and the relationship between the Department and the Task Force has proven to be invaluable to this agency. Detectives assigned to the Drug Task Force have received extensive training and been involved in large scale investigations involving numerous local, state, and federal agencies. The experience provided through their assignment to the Drug Task Force has been of great benefit to the department as it continues its efforts to stem the proliferation of illegal drugs in the city.
- The Department's aggressive stance in gathering gang related intelligence continues to provide huge dividends in reducing gang related incidents in the city. The Department's Youth Services Division maintains information on gangs and gang members in the city and aggressively focuses on enforcing any criminal acts which may be committed by these gangs. This aggressive approach has resulted in dismantling the structure of local gangs with the hope of the gang disbanding.
- The Concord Police Department was awarded \$15,371 in grant funding from the NH Department of Justice – Enforcing Underage Drinking Laws program. This program allows the Concord Police Department to implement various strategies of combating the underage drinking issue in the city. Grant funds have been used to conduct compliance checks, surveillance at retail stores for underage persons trying to purchase alcohol, ID checks at on-sale establishments, as well as various patrols in the city targeting underage drinking. This grant also helped fund the Concord Youth 2 Youth Program designed to address substance abuse issues facing Concord's youth.
- The Concord Police Department received grants through the New Hampshire Highway Safety Agency to conduct enhanced enforcement patrols during the summer of 2011. These patrols centered on increased enforcement activity on Loudon Road, downtown pedestrian safety patrols, underage seatbelt usage patrols, and DWI patrols. In addition, the department continues to play an active role in the Merrimack County DUI Task Force. DWI Patrols and DUI Sobriety Checkpoints are two of the programs the Department is involved with in an effort to remove impaired drivers from the City's roadways. Funding for this task force participation is provided by the NH Highway Safety Agency as well.
- In August of 2011, the Community Resources Unit was instrumental in coordinating the National Night Out events held at Rollins Park. National Night Out is geared towards promoting safe communities and bringing neighborhoods together to address safety concerns. The 2011 National Night Out had outstanding attendance and involved the participation of a number of City Departments including: the Police Department, Fire Department, General Services, and Parks and Recreation. In addition, two helicopters, including a Blackhawk helicopter from the NH Air National Guard, took part in the event

and were very well received by those attending the event. This year's event also included the Concord Police Department "Badge Ball" tournament; 13 teams participated in this dodge-ball format tournament which raised funds to help defray costs associated with future National Night Out events. The Concord Police Department received donations made by local community organizations and businesses to help defray the costs of this event.

- The Concord Police Department Criminal Investigations Division continues to expand its highly successful Loss Prevention/Law Enforcement collaborative effort to combat retail crime. The Concord Police Department is the facilitator in this endeavor to improve the exchange of information between retailers and law enforcement. Currently there are approximately 60 local retailers involved in the Concord collective and this group is networked to similar groups in New England and along the East Coast. The Concord Police Department program has proven to be a model for other agencies which have developed, or are developing, similar programs.
- The Concord Police Department continues to receive and administer grant funding through the US Department of Justice – COPS Office to fund four police officer positions. This funding will continue for one position until December of 2012 and funding for the other three positions will be exhausted by February of 2014. Total funding provided through these grants was approximately \$900,000. A requirement of this grant funding is that the city must retain these officers for a minimum of one year once grant funding is exhausted. These positions are designed to enhance the Departments Community Policing initiatives and promote partnerships with the community.
- During July of 2011, the Concord Police Department investigated a home invasion that occurred at a Concord Heights residence. During this home invasion two victims were bound and severely beaten. Various items were stolen from the residence to include firearms. As a result of this investigation a 20 year old Manchester man, 23 year old Concord man, and 32 year old Concord man were arrested and charged with offenses including Armed Robbery, Second Degree Assault, Criminal Restraint, Theft of a Firearm, and being a Felon in Possession of a Firearm.
- On August 30, 2011, the Concord Police Department responded to a robbery at the Shell gas station located on Loudon Road. The suspect fled on foot after stealing several items and swinging an object at the store clerk. Officers arriving at the scene established a perimeter and, with the assistance of a NH State Police canine, were able to locate the subject who was hiding in a wooded area. Arrested was a 54 year old Manchester man who was charged with Robbery.
- On September 9, 2011, a 30 year old Concord man was arrested on Robbery charges stemming from the robbery of the West Street Market on August 29, 2011. The suspect had entered the store and attacked the pregnant clerk including violently throwing her to the ground. The suspect stole the clerk's purse as well as money from the store's cash register.
- In October of 2011, following a lengthy investigation into numerous burglaries that had occurred in Concord as well as Epsom, Hopkinton, Northwood, and Tilton, the Concord Police Department arrested a 24 year old Pembroke man and 17 year old Chichester woman on charges related to the Burglary of the West Street Market and also the Xtra Cheese pizza shop on Sheep Davis Road.
- On November 29, 2011, the Concord Police Department arrested a local business owner following an investigation involving stolen jewelry being recovered at a business in the Steeplegate Mall. The investigation resulted in numerous pieces of jewelry being recovered which had been stolen in burglaries occurring in Concord and surrounding towns. Arrested was a 42 year old Manchester man who was charged with Receiving

Stolen Property, Falsifying Physical Evidence, and 21 violations of the City's Pawnbroker/Secondhand Dealer ordinance.

- On November 30, 2011, a 44 year old Manchester man and a 41 year old Hooksett man were arrested on charges stemming from an investigation into employee aided thefts that were occurring at Schnitzer Northeast on Sandquist Street. It is alleged that, over a period of approximately 8 months, the two men were able to steal approximately \$86,000 from Schnitzer Northeast by creating false receipts for transactions that never took place.
- On December 2, 2011, the Concord Police Department arrested a 30 year old Concord man and a 27 year old Concord woman following an investigation into a series of purse snatchings that had occurred in the downtown area of the city. This investigation also revealed that the male half was involved in a Burglary that occurred at the State Street Laundromat in November of 2011.
- On December 3, 2011, members of the Concord Police Department responded to a Heartwood Lane residence for a report of a stabbing. The victim had received multiple stab wounds and was transported to Concord Hospital with potentially life threatening injuries. Subsequent investigation resulted in the arrest of an 18 year old Concord man on the charges of Resisting Arrest and Riot, a 17 year old Concord man charged with First Degree Assault, Riot, Resisting Arrest, and Criminal Threatening, a 43 year old Milford woman charged with Hindering Apprehension and Resisting Arrest, a 22 year old Concord woman charged with Hindering Apprehension and Disorderly Conduct, and a 23 year old Concord woman on charges of Hindering Apprehension and Possession of a Controlled Drug.
- On December 23, 2011, members of the Concord Police Department responded to the Citizen's Bank on South Street after receiving a hold-up alarm. It was learned that the bank had been robbed and that the suspect had fled. At the same time of the robbery, a bomb threat was placed to the Concord Hospital. Investigation revealed that the bomb threat had been placed from a pay phone in front of Milano's Pizza. Further investigation resulted in the arrest of a 27 year old Manchester man for the Robbery of the bank and a 23 year old Concord man for making a False Report – Bomb Threat.
- During the first week of January 2012, members of the department investigated a series of burglaries and attempted burglaries that had occurred at S&W Sports and Goodales's Bike Shop. At the same time that these incidents took place, four suspicious fires occurred in dumpsters behind other retail locations. As a result of the investigation, a 19 year old Weare man and an 18 year old Concord man were arrested on charges of Possession of an Infernal Machine, Burglary, Theft by Unauthorized Taking, Conspiracy to Commit Burglary, and Criminal Liability for the Conduct of Another. In addition, stolen property to include high end bicycles were recovered during the investigation.
- On January 9, 2012, the Concord Police Department arrested a 22 year old Concord man for Possession of Child Pornography. This arrest was the culmination of a year long investigation which included the forensic analysis of several devices capable of storing digital images. This analysis resulted in the discovery of sexually explicit photographs containing children.
- On February 5, 2012, the Concord Police Department responded to a report of a home invasion and robbery. The victim suffered facial injuries and was assaulted while the suspects demanded cash. As a result of the investigation two Concord men were arrested and charged with the Robbery.
- On February 12, 2012, the Concord Police Department arrested a 28 year old Concord man on charges stemming from a series of crimes that occurred between October 2011 and February 2012. The investigation revealed that the suspect had threatened the victim on separate occasions with physical harm if he was not given money, and on other occasions the suspect pepper sprayed the victim, broke a window to the victim's vehicle, and

shattered the windshield of the victim's vehicle. The suspect's charges included: Attempted Burglary, Conspiracy to Commit Burglary, Criminal Use of an Aerosol Self-Defense Spray Weapon, Attempted Theft by Extortion, Simple Assault, Criminal Liability for the Conduct of Another, Criminal Threatening, and Stalking.

- On February 15, 2012, following a joint investigation with the US Postal Inspectors, a 24 year old Concord man was arrested and charged with Possession of a Controlled Drug X 2. During this investigation a large quantity of marijuana and hashish were seized as well as an AK47 assault rifle. The estimated street value of the seized drugs was in excess of \$100,000.

Police Department Service Indicators on following page.

SERVICE INDICATORS				Projected
	FY2010	FY2011	FY2012	FY2013
Calls for Service	59,430	56,546	61,389	62,000
<i>Part I Crimes Reported</i>	1,462	1,431	1,740	1,450
Homicide	1	1	0	0
<i>Part II Crimes Reported</i>	4,763	4,455	4,530	4,546
Sexual Assaults/Offenses Reported (Part I and Part II)	94	101	120	114
Index Crime Rate (Part I Crimes per 100,000 population)				
<i>Violent Crime</i>	249	249	312	200
<i>Property Crime</i>	3,157	3,085	3,742	3,160
Total Crimes Against Persons	1,060	1,040	1,132	1,028
Total Property Crimes	2,612	2,351	2,743	2,438
Total Crimes Against Society	1,376	1,300	1,216	1,272
State Reportable Traffic Accidents	1,294	1,274	1,135	1,284
Traffic Fatalities	0	2	0	6
Visibility/Prevention Patrols (#)	7,932	7,212	10,834	11,200
Personnel Time on Prevention Patrols (hours)	2,643	2,340	3,390	4000
Traffic Summonses Issued	5,325	3,985	3,576	3,840
DWI (Persons Arrested)	146	139	156	160
Drug Abuse Violations (Persons Arrested)	253	264	189	206
~Sale/Manufacturing	68	90	165	192

~Possession	395	347	241	266
~Total Drug Abuse Violations (Charges)	463	437	406	458
Total Persons Arrested	3,044	2,797	2,837	2,720
Total Number of Offenses Charged	5,017	4,646	4,547	4,250
Evidence/Property				
Recovered	4,605	5,164	6,138	6,290
Returned/Disposed	1,207	3,301	4,277	8,150
Criminal Investigations Division				
Cases Assigned	757	851	612	582
Cases Cleared	727	813	563	510
Youth Services Division				
Cases Assigned	1,426	1,196	1,208	1,148
Non-Court Adjudicated	1,009	892	890	1,012
Petitioned	374	468	289	124
Training and Services Division				
Sworn Positions Hired	4	6	4	4
Total Training Hours	9,015	8,920	8,127	9,520

RECORDS

The City Clerk insures the preservation of documents, vital records, and historical records; provides City Council agendas, correspondence, minutes and maintains indexed actions of the Council and provides election services for the City of Concord.

Notable

- In follow-up to resident requests for dog licensing reminder information, the City Clerk's Office and the City's IT Department designed a dog licensing database in which residents may add their e-mail addresses to in order to receive dog licensing reminders from the City Clerk's Office.
- Via newsprint, radio and television staff provided residents with annual dog licensing requirements.

- Via the city's website, staff began providing a link to monthly City Council agenda packages reducing the number of council agenda packages produced on a monthly basis while providing immediate, 24/7 access to monthly packets.

<u>SERVICE INDICATORS</u>	<u>FY2011</u>	<u>FY2012</u>
1. Birth Certificates Issued	2,242	2,140
2. Marriage Certificates Issued	774	692
3. Death Certificates Issued	3,442	3,341
4. Divorce Records Issued	106	106
5. Certified Records Issued	6,564	6,279
6. Marriage Licenses Issued	444	419
7. Marriage Ceremonies Performed	89	83
8. Dog Licenses Issued	3,977	6,041
9. Notice of Intent to Issue Summons	2,536	887
10. Dog Summons Issued	1,113	451
11. UCC's Recorded, Terminated or Amended	501	803
12. City Council Minutes Prepared	14	21
13. Vital Record Amendments	168	189

Elections

- Recruited and trained a record number of new ward officials within the city prior to the January Presidential Primary – 33% of existing ward officials were new in 2012.
- The City Clerk's Office held a Moderator's training session prior to the January 2012 Presidential Primary. This training session provided information for the upcoming primary as well as any election law changes.
- Via the radio, staff provided residents with information in regards to registering to vote, obtaining absentee ballots and polling locations and hours for both the Municipal Election and Presidential Primary.
- Staff held voter registration sessions at many local nursing homes within the city. Residents were given the opportunity to register to vote and to also fill out applications for absentee ballots.
- In follow up to the ward lines charter amendment that was approved at the 2011 Municipal Election, staff notified City of Concord voters of any ward line/polling location changes affecting them prior to the upcoming elections to be held in 2012.

<u>SERVICE INDICATORS</u>	<u>FY2011</u>	<u>FY2012</u>
1. Voter Registrations Processed	1,604	1,117
2. Absentee Voters Serviced	1,267	486
3. Average Number of Ballots Cast	22,405	13,727

The City Clerk's Office conducted a Municipal Election on November 8, 2011 and a Presidential Primary Election on January 10, 2012.

RECREATION DEPARTMENT

The Recreation Department is responsible for providing a diversified program of year round activities for people of all ages and abilities. The Department also schedules all outdoor parks, athletic fields, four community centers and operates seven outdoor pools.

Each year the department offers year round programming for all ages. From youth programs, classes and camps to a very successful drop in senior program. In FY2012, the department served over 5,500 participants in our programs. In addition, the department coordinates many large special events: July 4, Summer Music Series and the Annual River Jamboree.

Department staff helped organize the Black Ice Pond Hockey Championship that celebrated Concord's rich hockey history. The department also manages the schedules for all athletic fields that are maintained by the City of Concord. Over the course of the year, the department works with over twenty different leagues and three high schools.

The department has opportunities for community members and the business community to help support department activities. In FY2012, the department raised over \$70,000 in donations. If you are interested in sponsoring an event or making a donation, please contact the Director.

Notable

- On-line registration sessions continue to increase to almost 40% of total registrations.
- Served over 1,700 children in one of our twenty three summer camps.
- Over 450 children took part in our Learn to Swim Program.
- Over 30,000 people used the seven outdoor pools.
- Active involvement with downtown recreational programming in cooperation with Main Street Concord.
- Recruited, trained and supervised over 280 volunteers who contributed a total of approximately 9,000 volunteer hours for various programs and events.
- Worked with the US Tennis Association to increase the number of tennis programs and the number of participants. Hosted a USTA coaches workshop and all tennis staff are now USTA Instructors.
- Continued to expand our Senior Citizen Program at the West Street Ward House which meets for three hours a day, three days a week.



MELANSON HEATH & COMPANY, PC

CERTIFIED PUBLIC ACCOUNTANTS
MANAGEMENT ADVISORS

102 Perimeter Road
Nashua, NH 03063-1301
Tel (603) 882-1111 • Fax (603) 882-9456
www.melansonheath.com

INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council
City of Concord, New Hampshire

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2012, which collectively comprise the City's basic financial statements as listed in the Table of Contents. These financial statements are the responsibility of the City of Concord's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord as of June 30, 2012, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America (GAAP).

In accordance with *Government Auditing Standards*, we have also issued a report dated November 28, 2012 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe

Additional Offices:

Andover, MA • Greenfield, MA • Ellsworth, ME • Manchester, NH

the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis and Schedule of Funding Progress information be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise City's basic financial statements. The additional information included in the Supplementary Statements and Schedules section is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements, and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole. The Introductory Section and the Statistical Section have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
November 28, 2012

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2012

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
ASSETS			
Current:			
Cash and short-term equivalents	\$ 38,593,048	\$ 8,300,927	\$ 46,893,975
Investments	18,302,564	-	18,302,564
Receivables, net of allowance for uncollectibles:			
Property taxes	28,765,341	-	28,765,341
Accounts	1,019,308	-	1,019,308
User fees	-	1,735,826	1,735,826
Intergovernmental	-	164,564	164,564
Loans	1,055,401	-	1,055,401
Other assets	358,619	439,782	798,401
Total current assets	<u>88,094,281</u>	<u>10,641,099</u>	<u>98,735,380</u>
Noncurrent:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental	-	717,895	717,895
Capital assets:			
Land and construction in progress	22,288,483	4,959,827	27,248,310
Other capital assets, net of accumulated depreciation	<u>88,862,997</u>	<u>123,089,685</u>	<u>211,952,682</u>
Total non-current assets	<u>111,151,480</u>	<u>128,767,407</u>	<u>239,918,887</u>
TOTAL ASSETS	199,245,761	139,408,506	338,654,267
LIABILITIES			
Current:			
Accounts payable	1,562,421	496,661	2,059,082
Retainage payable	204,710	113,532	318,242
Accrued liabilities	980,193	356,847	1,337,040
Unearned revenues	27,635,976	127,480	27,763,456
Taxes collected in advance	17,853,369	-	17,853,369
Due to other governments	881,653	-	881,653
Other current liabilities	1,293,526	122,198	1,415,724
Current portion of long-term liabilities:			
Bonds and loans payable	4,752,913	3,513,793	8,266,706
Other liabilities	<u>1,776,218</u>	<u>229,742</u>	<u>2,005,960</u>
Total current liabilities	<u>56,940,979</u>	<u>4,960,253</u>	<u>61,901,232</u>
Noncurrent:			
Bonds and loans payable, net of current portion	35,408,338	23,559,179	58,967,517
Other liabilities, net of current portion	<u>6,537,765</u>	<u>674,000</u>	<u>7,211,765</u>
Total non-current liabilities	<u>41,946,103</u>	<u>24,233,179</u>	<u>66,179,282</u>
TOTAL LIABILITIES	98,887,082	29,193,432	128,080,514
NET ASSETS			
Invested in capital assets, net of related debt	71,316,684	103,454,627	174,771,311
Restricted for:			
Grants and other statutory restrictions	2,846,914	-	2,846,914
Permanent funds:			
Nonexpendable	9,394,226	-	9,394,226
Debt service	-	882,459	882,459
Unrestricted	<u>16,800,855</u>	<u>5,877,988</u>	<u>22,678,843</u>
TOTAL NET ASSETS	\$ <u>100,358,679</u>	\$ <u>110,215,074</u>	\$ <u>210,573,753</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2012

		Program Revenues		
		Charges for	Operating	Capital
	<u>Expenses</u>	<u>Services</u>	<u>Grants and</u> <u>Contributions</u>	<u>Grants and</u> <u>Contributions</u>
Governmental Activities:				
General government	\$ 8,190,946	\$ 1,930,291	\$ 1,914,807	\$ 2,120,825
Public safety	24,766,159	3,776,767	230,773	264,127
General services	10,390,070	116,418	14,957	-
Community development	4,624,312	1,212,966	-	15,965
Leisure and information services	4,049,606	721,780	-	-
Human services	773,578	-	21,203	-
Interest on long-term debt	1,447,573	-	-	-
Total Governmental Activities	54,242,244	7,758,222	2,181,740	2,400,917
Business-Type Activities:				
Water	5,005,723	5,339,039	100,502	-
Sewer	6,285,448	6,510,709	189,821	41,241
Solid Waste	4,335,560	2,940,170	-	-
Golf	798,576	749,899	-	-
Arena	477,382	522,284	-	-
Total Business-Type Activities	16,902,689	16,062,101	290,323	41,241
Total	\$ 71,144,933	\$ 23,820,323	\$ 2,472,063	\$ 2,442,158

**General Revenues, Transfers &
Permanent Fund Contributions:**

Property Taxes
Penalties, interest and other taxes
Grants and contributions not restricted
to specific programs
Investment income (Loss)
Miscellaneous

Transfers, net
Permanent fund contributions

Total general revenues, transfers,
and contributions

Change in Net Assets

Net Assets:

Beginning of year

End of year

See notes to financial statements.

Net (Expenses) Revenues and Changes in Net Assets		
Governmental Activities	Business- Type Activities	Total
\$ (2,225,023)	\$ -	\$ (2,225,023)
(20,494,492)	-	(20,494,492)
(10,258,695)	-	(10,258,695)
(3,395,381)	-	(3,395,381)
(3,327,826)	-	(3,327,826)
(752,375)	-	(752,375)
<u>(1,447,573)</u>	<u>-</u>	<u>(1,447,573)</u>
(41,901,365)	-	(41,901,365)
-	433,818	433,818
-	456,323	456,323
-	(1,395,390)	(1,395,390)
-	(48,677)	(48,677)
<u>-</u>	<u>44,902</u>	<u>44,902</u>
-	<u>(509,024)</u>	<u>(509,024)</u>
(41,901,365)	(509,024)	(42,410,389)
38,875,330	-	38,875,330
1,037,812	-	1,037,812
704	-	704
611,071	68,834	679,905
1,486,553	342,060	1,828,613
31,630	(31,630)	-
<u>273,181</u>	<u>-</u>	<u>273,181</u>
<u>42,316,281</u>	<u>379,264</u>	<u>42,695,545</u>
414,916	(129,760)	285,156
<u>99,943,763</u>	<u>110,344,834</u>	<u>210,288,597</u>
\$ <u><u>100,358,679</u></u>	\$ <u><u>110,215,074</u></u>	\$ <u><u>210,573,753</u></u>

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2012

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS			
Cash and short-term equivalents	\$ 26,695,803	\$ 11,897,245	\$ 38,593,048
Investments	7,396,406	10,906,158	18,302,564
Receivables:			
Property taxes	29,139,182	-	29,139,182
Accounts	140,639	876,338	1,016,977
Loans	-	1,055,401	1,055,401
Due from other funds	211,176	-	211,176
Inventory	163,818	-	163,818
Other assets	187,848	6,954	194,802
TOTAL ASSETS	\$ 63,934,872	\$ 24,742,096	\$ 88,676,968
LIABILITIES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 893,668	\$ 668,754	\$ 1,562,422
Retainage payable	396	204,314	204,710
Other liabilities	1,227,281	339,897	1,567,178
Deferred revenues	28,924,515	1,205,029	30,129,544
Taxes collected in advance	17,853,369	-	17,853,369
Due to other funds	-	211,176	211,176
Due to other governments	881,653	-	881,653
TOTAL LIABILITIES	49,780,882	2,629,170	52,410,052
Fund Balances:			
Nonspendable	152,871	9,394,226	9,547,097
Restricted	-	2,803,781	2,803,781
Committed	4,938,869	9,916,209	14,855,078
Assigned	894,000	-	894,000
Unassigned	8,168,250	(1,290)	8,166,960
TOTAL FUND BALANCES	14,153,990	22,112,926	36,266,916
TOTAL LIABILITIES AND FUND BALANCES	\$ 63,934,872	\$ 24,742,096	\$ 88,676,968

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 2012

	<u>General</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Revenues:			
Taxes	\$ 39,641,233	\$ 789,377	\$ 40,430,610
Licenses and permits	1,119,219	-	1,119,219
Intergovernmental	2,837,481	1,578,409	4,415,890
Charges for services	4,912,901	1,726,102	6,639,003
Investment income	48,778	569,482	618,261
Contributions	64,880	413,151	478,031
Miscellaneous	<u>1,324,643</u>	<u>1,169,913</u>	<u>2,494,556</u>
Total Revenues	49,949,136	6,246,434	56,195,570
Expenditures:			
Current:			
General government	5,823,369	1,969,923	7,793,292
Public safety	21,941,902	774,717	22,716,619
General services	6,083,977	438,487	6,522,464
Community development	2,741,395	278,951	3,020,346
Leisure and information services	3,629,417	-	3,629,417
Human services	735,447	-	735,447
Employee benefits	2,327,580	-	2,327,580
Miscellaneous	-	3,722	3,722
Debt service			
Principal	3,580,484	950,750	4,531,234
Interest	1,101,310	446,131	1,547,441
Capital outlay	<u>10,749</u>	<u>8,341,664</u>	<u>8,352,413</u>
Total Expenditures	47,975,630	13,204,345	61,179,975
Excess (deficiency) of revenues over expenditures	1,973,506	(6,957,911)	(4,984,405)
Other Financing Sources (Uses):			
Issuance of bonds	-	4,333,851	4,333,851
Transfers in	2,524,197	1,518,214	4,042,411
Transfers out	<u>(2,933,881)</u>	<u>(1,076,902)</u>	<u>(4,010,783)</u>
Total Other Financing Sources (Uses)	(409,684)	4,775,163	4,365,479
Net change in fund balance	1,563,822	(2,182,748)	(618,926)
Fund Balance, at Beginning of Year	<u>12,590,168</u>	<u>24,295,674</u>	<u>36,885,842</u>
Fund Balance, at End of Year	\$ <u>14,153,990</u>	\$ <u>22,112,926</u>	\$ <u>36,266,916</u>

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2012

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget Positive (Negative)</u>
	<u>Original Budget</u>	<u>Final Budget</u>		
Revenues:				
Taxes	\$ 39,250,815	\$ 39,267,690	\$ 39,262,964	\$ (4,726)
Licenses and permits	1,059,349	1,059,349	1,119,219	59,870
Intergovernmental	2,820,527	2,883,032	2,837,482	(45,550)
Charges for services	4,314,987	4,656,987	4,912,905	255,918
Investment income	98,380	60,000	44,841	(15,159)
Miscellaneous	860,600	876,765	1,353,737	476,972
Total Revenues	48,404,658	48,803,823	49,531,148	727,325
Expenditures:				
General government	6,383,620	6,331,297	5,770,576	560,721
Public safety	21,459,990	21,937,990	21,920,408	17,583
General services	6,389,011	6,401,126	6,038,948	362,178
Community development	2,881,598	2,881,598	2,723,756	157,842
Leisure and information services	3,697,733	3,718,733	3,632,143	86,590
Human services	784,855	784,855	735,445	49,410
Employee benefits	2,499,610	2,517,933	2,345,207	172,726
Debt service	4,544,206	4,544,206	4,376,181	168,025
Total Expenditures	48,640,623	49,117,738	47,542,664	1,575,074
Other Financing Sources (Uses):				
Transfers in	2,210,080	2,330,080	2,218,583	(111,497)
Transfers out	(2,274,115)	(3,544,165)	(3,490,853)	53,312
Budgetary use of fund balance	300,000	1,528,000	1,528,000	-
Total Other Financing Sources (Uses)	235,965	313,915	255,730	(58,185)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ -	\$ 2,244,214	\$ 2,244,214

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2012

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
<u>ASSETS</u>					
Current:					
Cash and short-term equivalents	\$ 3,900,114	\$ 2,643,002	\$ 1,407,556	\$ 350,255	\$ 8,300,927
User fees, net of allowance for uncollectibles	544,869	794,052	390,662	6,243	1,735,826
Intergovernmental receivables	-	164,564	-	-	164,564
Prepaid assets	11,952	304,478	681	751	317,862
Inventory	8,788	-	113,132	-	121,920
Total current assets	4,465,723	3,906,096	1,912,031	357,249	10,641,099
Noncurrent:					
Intergovernmental	-	717,895	-	-	717,895
Capital assets:					
Land and construction in progress	1,856,121	2,244,590	309,071	550,045	4,959,827
Other capital assets, net of accumulated depreciation	62,779,700	59,160,272	-	1,149,713	123,089,685
Total noncurrent assets	64,635,821	62,122,757	309,071	1,699,758	128,767,407
TOTAL ASSETS	69,101,544	66,028,853	2,221,102	2,057,007	139,408,506
<u>LIABILITIES</u>					
Current:					
Accounts payable	32,668	109,697	313,033	41,263	496,661
Retainage payable	94,202	9,632	1,626	8,072	113,532
Accrued liabilities	166,783	180,593	-	9,471	356,847
Unearned revenue	4,391	12,290	97,827	12,972	127,480
Other current liabilities	34,607	17,874	69,717	-	122,198
Current portion of long-term liabilities:					
Bonds and loans payable	1,550,798	1,821,056	14,950	126,989	3,513,793
Compensated absences	94,882	82,927	14,408	37,525	229,742
Total current liabilities	1,978,331	2,234,069	511,561	236,292	4,960,253
Noncurrent:					
Bonds and loans payable, net of current portion	10,379,590	12,238,841	227,000	713,748	23,559,179
Other post employment	337,000	337,000	-	-	674,000
Total noncurrent liabilities	10,716,590	12,575,841	227,000	713,748	24,233,179
TOTAL LIABILITIES	12,694,921	14,809,910	738,561	950,040	29,193,432
<u>NET ASSETS</u>					
Invested in capital assets, net of related debt	53,343,917	48,792,966	258,818	1,058,926	103,454,627
Restricted for debt service	-	882,459	-	-	882,459
Unrestricted	3,062,706	1,543,518	1,223,723	48,041	5,877,988
TOTAL NET ASSETS	\$ 56,406,623	\$ 51,218,943	\$ 1,482,541	\$ 1,106,967	\$ 110,215,074

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2012

	Business-Type Activities Enterprise Funds				Total
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	
Operating Revenues:					
Charges for services	\$ 5,339,039	\$ 6,510,709	\$ 2,940,170	\$ 1,272,183	\$ 16,062,101
Other	<u>222,094</u>	<u>53,546</u>	<u>51,202</u>	<u>15,218</u>	<u>342,060</u>
Total Operating Revenues	5,561,133	6,564,255	2,991,372	1,287,401	16,404,161
Operating Expenses:					
Operating expenses	2,922,374	3,739,919	4,335,560	1,136,196	12,134,049
Depreciation	<u>1,656,729</u>	<u>2,053,525</u>	<u>-</u>	<u>116,867</u>	<u>3,827,121</u>
Total Operating Expenses	<u>4,579,103</u>	<u>5,793,444</u>	<u>4,335,560</u>	<u>1,253,063</u>	<u>15,961,170</u>
Operating Income (Loss)	982,030	770,811	(1,344,188)	34,338	442,991
Nonoperating Revenues (Expenses):					
Investment income	4,964	63,596	-	274	68,834
Intergovernmental	100,502	189,821	-	-	290,323
Interest expense	<u>(426,620)</u>	<u>(492,004)</u>	<u>-</u>	<u>(22,895)</u>	<u>(941,519)</u>
Total Nonoperating Revenues (Expenses), Net	<u>(321,154)</u>	<u>(238,587)</u>	<u>-</u>	<u>(22,621)</u>	<u>(582,362)</u>
Income (Loss) Before Contributions and Transfers	660,876	532,224	(1,344,188)	11,717	(139,371)
Capital contributions	-	41,241	-	-	41,241
Transfers in	1,000	-	1,420,200	67,311	1,488,511
Transfers out	<u>(636,847)</u>	<u>(606,580)</u>	<u>(223,214)</u>	<u>(53,500)</u>	<u>(1,520,141)</u>
Change in Net Assets	25,029	(33,115)	(147,202)	25,528	(129,760)
Net Assets at Beginning of Year	<u>56,381,594</u>	<u>51,252,058</u>	<u>1,629,743</u>	<u>1,081,439</u>	<u>110,344,834</u>
Net Assets at End of Year	<u>\$ 56,406,623</u>	<u>\$ 51,218,943</u>	<u>\$ 1,482,541</u>	<u>\$ 1,106,967</u>	<u>\$ 110,215,074</u>

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2012

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
<u>Cash Flows From Operating Activities:</u>					
Receipts from customers and users	\$ 5,523,966	\$ 6,574,732	\$ 3,007,017	\$ 1,285,998	\$ 16,391,713
Payments to employees	(2,097,894)	(2,343,855)	(2,411,369)	(682,034)	(7,535,152)
Payments to vendors	(1,331,563)	(1,601,634)	(2,106,680)	(553,914)	(5,593,791)
Net Cash Provided By (Used For) Operating Activities	2,094,509	2,629,243	(1,511,032)	50,050	3,262,770
<u>Cash Flows From Noncapital Financing Activities:</u>					
Intergovernmental revenues	-	189,821	-	-	189,821
Transfers in	1,000	-	1,420,200	67,311	1,488,511
Transfers out	(636,847)	(606,580)	(223,214)	(53,500)	(1,520,141)
Net Cash Provided by (Used For) Noncapital Financing Activities	(635,847)	(416,759)	1,196,986	13,811	158,191
<u>Cash Flows From Capital and Related Financing Activities:</u>					
Proceeds from issuance of bonds and notes	1,653,750	1,412,198	241,950	460,737	3,768,635
Principal payments on bonds and notes	(1,492,073)	(1,987,753)	-	(102,000)	(3,581,826)
Acquisition and construction of capital assets, net disposals	(2,077,653)	(854,507)	(122,870)	(345,714)	(3,400,744)
Capital contributions	100,502	472,004	-	-	572,506
Interest expense	(424,711)	(491,147)	-	(19,075)	(934,933)
Net Cash (Used For) Capital and Related Financing Activities	(2,240,185)	(1,449,205)	119,080	(6,052)	(3,576,362)
<u>Cash Flows From Investing Activities:</u>					
Investment income	4,964	63,596	-	274	68,834
Net Cash Provided by Investing Activities	4,964	63,596	-	274	68,834
Net Change in Cash and Short-Term Equivalents	(776,559)	826,875	(194,966)	58,083	(86,567)
Cash and Short-Term Equivalents, Beginning of Year	4,676,673	1,816,127	1,602,522	292,172	8,387,494
Cash and Short-Term Equivalents, End of Year	\$ 3,900,114	\$ 2,643,002	\$ 1,407,556	\$ 350,255	\$ 8,300,927
<u>Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used For) Operating Activities:</u>					
Operating income (loss)	\$ 982,030	\$ 770,811	\$ (1,344,188)	\$ 34,338	\$ 442,991
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:					
Depreciation	1,656,729	2,053,525	-	116,867	3,827,121
Changes in assets and liabilities:					
User fees	(41,387)	(66,828)	28,142	(2,858)	(82,931)
Inventory	(172)	-	(118)	-	(290)
Other assets	(4,252)	65,016	(35,077)	1,502	27,189
Accounts payable	(317,735)	(49,316)	(96,822)	(95,587)	(559,460)
Retainage payable	(18,722)	(118,823)	-	(5,290)	(142,835)
Compensated absences	15,708	12,056	2,936	5,622	36,322
Unearned revenues	-	-	-	5,250	5,250
Other liabilities	(177,690)	(37,198)	(65,905)	(9,794)	(290,587)
Net Cash Provided By (Used For) Operating Activities	\$ 2,094,509	\$ 2,629,243	\$ (1,511,032)	\$ 50,050	\$ 3,262,770

Ordinances passed in FY2012:

Amended the Personnel Class Specification Index by deleting Human Resources Coordinator, non-exempt, and adding Human Resources Generalist, exempt.

Amended the Personnel Class Specification Index by deleting Deputy City Clerk, non-exempt, and adding Deputy City Clerk, exempt.

Amended the Personnel Class Specification Index by changing Library Page.

Amended the Personnel Class Specification Index by deleting Recreation Director and adding Parks and Recreation Director.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 17, Vehicles and Traffic; Article 17-7, Rights and Duties of Pedestrians, Pedestrians Crossing Street in Restricted Area.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization; Article 1-4, Emergency Management.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-4, Development Design Standards, Development of Attached and Multi-family Dwellings, access, and Planned Unit Development, access.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-4, Development Design Standards, Section 28-4-6, Manufactured Housing Parks and Subdivisions – Removal and Replacement of Existing Manufactured Homes.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-8, Non-conforming Lots, Uses and Structures, Section 28-8-5, Non-conforming Structures.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-9, Administration and Enforcement, Section 28-9-4, Decisions by the Planning Board.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-7, Access, Circulation, Parking and Loading.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Article 28-7, Access, Circulation, Parking, and Loading; and the Glossary.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-7, Access, Circulation, Parking, and Loading; Setbacks and Restrictions.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Glossary, Floor Area Ratio.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-5, Supplemental Standards.

Amended the Code of Ordinances, Title I, General Code; Chapter 5, Public Works; Article 5-7, Solid Waste; Section 5-7-2 (a), Solid Waste Removal District.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses, and Article 28-4, Development Design Standards.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Public Bus Shelters.

Deleted Yield Right of Way on Penacook Street yielding west at Auburn Street; deleted Yield Right of Way on Forest Street yielding west at Auburn Street; added stop intersection on Penacook Street stopping when traveling west at the intersection of Auburn Street; added stop intersection on Forest Street stopping when traveling west at the intersection of Auburn Street.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-8, Non-conforming Lots, Uses, and Structure, Section 28-8-6, Destruction, Abandonment and Termination.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 30, Administrative Code; Article 30-3, Boards and Commissions; Board of Ethics.

Amended the Code of Ordinances, Title I, General Code; adding Code of Ethics.

Amended the Code of Ordinances, Chapter 18, Parking Schedules.

Amended the Personnel Class Specification Index by adding Water Conservation Technician.

Amended the Personnel Rules and Regulations; Bereavement Leave.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-3-6, Aquifer Protection (AP) District.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-6, Parking Prohibited at All Times in Designated Places.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-6, Parking Prohibited at All Times in Designated Places. Adding Schedule I (a) No Parking, Stopping or Standing at all Times; adding the east side of South Street from 150 feet north of Conant Drive to 260 feet north of Carter Street and on the west side of South Street from 150 feet north of Conant Drive to 260 feet north of Carter Street.

Deleted handicap parking on the south side of Park Street, the space at the easterly end, adjacent to North Main Street. Added handicap parking on the west side of North Main Street, the first space south of the intersection with Park Street. Added handicap parking West Street, the south side, first parking space west of Badger Street. Added handicap parking on Badger Street, the west side of the street, first space south of West Street.

Amended the Code of Ordinances, Title I, General Code, Chapter I, Government Organization, Title IV, Zoning Code; Chapter 28, Zoning Ordinance.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 34 Personnel Rules and Regulations, Article 34-11-2, Sick Leave.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Public Bus Shelters.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; the Zoning Map.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-5, Keeping of Chickens as Pets Accessory to a Residential Use.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 30, Administrative Code; Finance Department.

Amended the Personnel Class Specification Index by deleting HR Program Administrator and adding Assistant HR Director.

Amended the Personnel Class Specification Index by deleting the Safety and Training Coordinator and adding the Safety and Training Coordinator.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 29, Subdivision Code; Chapter 29.2, Public Capital Facilities Impact Fees Ordinance.

Amended the Code of Ordinances, Title I, General Code; Chapter 6, Recreation, Article 6-1 Rules and Regulations for Parks.

Added Parking Time Limited in Designated Places for two hours (between the hours of 7:00 a.m. and 6:00 p.m. Monday through Friday) on the north side of Dixon Avenue from Storrs Street to 80 feet westerly of Storrs Street; head in 45degrees.

Deleted Parking Prohibited at All Times in Designated Places on the east side of Jackson Street from Washington Street to Tremont Street. Added Parking Prohibited at All Times in Designated Places on the west side of Jackson Street from Washington Street to Tremont Street.

Amended the Code of Ordinances, Title IV, Subdivision Code; Chapter 29.2, Public Capital Facilities Impact Fees Ordinance; Section 29.2-1-2, Assessment and Collection.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, the Zoning Map.

Amended the Code of Ordinances, Title I, General Code; Chapter 15, Licensing and Regulation of Businesses, Trades and Occupations, Article 15-2 Pawnbrokers.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Article 1-5, Fees, Fines, and Penalties, Schedule I, License Required – Pawnbrokers/Secondhand Dealer.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-4.

Deleted Parking Prohibited at All Times is Designated Places on the west side of Storrs Street from Chandler Street to 275 feet northerly. Added Parking Prohibited at All Times is Designated Places on the west side of Storrs Street from Pleasant Street Extension to Hills Avenue. Deleted Parking Time Limited is Designated Spaces, Ten Hours (between the hours of 7:00 a.m. and 6:00 p.m. Monday through Friday) on the east side of Storrs Street from 201 feet south of Bridge Street to 530 feet south of Bridge Street; on the east side of Storrs Street from opposite Freight Street to Pleasant Street Extension; on the east side of Storrs Street from opposite Freight Street to 681 feet southerly; on the west side of Storrs Street from Freight Street to Pleasant Street Extension; on the west side of Storrs Street from Freight Street to 306 feet north of Chandler Street; on the west side of Storrs Street from 540 feet north of Dubois Avenue to Dubois Avenue; on the west side of Storrs Street from Freight Street to Pleasant Street Extension. Added Parking Time Limited is Designated Spaces, Ten Hours (between the hours of 7:00 a.m. and 6:00 p.m. Monday through Friday) on the east side of Storrs Street from 201 feet south of Loudon Road overpass to 530 feet south of Loudon Road overpass; on the east side of Storrs Street from Pleasant Street Extension to opposite Theatre Street; on the west side of Storrs Street 40 feet south of Dixon Avenue to Dubois Avenue; on the west street of Storrs Street from Hills Avenue to Theatre Street. Deleted Location of Parking Meters on the east side of Storrs Street from 201 feet south of Bridge Street overpass to 530 feet south of Bridge Street overpass; on the east side of Storrs Street from opposite Freight Street to 530 feet south of Bridge Street overpass; on the east side of Storrs Street from opposite Freight Street to 681 feet southerly; on the west side of Storrs Street from 540 feet west of Dubois Avenue to Pleasant Street Extension; on the west street of Storrs Street from Freight Street to 306 feet north of Chandler Street. Added Location of Parking Meters on the east side of Storrs Street from 201 feet south of Loudon Road overpass to 530 feet south of Loudon Road overpass; on the east side of Storrs Street opposite Dubois Avenue to opposite Theatre Street; on the west side of Storrs Street from 42 feet south of Dixon Avenue to Pleasant Street Extension; on the west side of Storrs Street from Hills Avenue to Theatre Street.

Amended the Code of Ordinances, Title I, General Code; Chapter 15, Licensing and Regulation of Businesses, Trades and Occupations, Article 15-10-2 Definitions, City Licensing Officer or Licensing Officer.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 30, Boards and Commissions; Article 30-3; Section 30-3-18, Golf Course Advisory Committee.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I and Schedule II of Article 1-5, Fees, Fines, and Penalties.

Amended the Personnel Class Specification Index by deleting Controller and adding Assistant Finance Director.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization; Article 1-3, Miscellaneous Regulations, Ward Lines.

Amended the Code of Ordinances, Title I, General Code; Chapter 6, Recreation, Article 6-1, Rules and Regulations for Parks, Conduct Prohibited in Recreational Facilities.

Amended the Code of Ordinances, Title I, General Code; Chapter 15, Licensing and Regulation of Businesses, Trades and Occupations, Licensing of Alcohol Use on City Property and License to Serve and Offer Alcohol for Consumption on City Property – Fee.

Amended the Code of Ordinances, Title I, General Code; Chapter 14, Morals and Conduct; Article 14-5, Possession or Consumption of Alcoholic Beverages.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Article 1-5, Fees, Fines, and Penalties, Schedule I, Licensing of Business, Trades and Operations.

Added Parking Prohibited at All Times in Designated Places on both sides of Thorndike Street from South Main Street to South State Street.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, the Zoning Map.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties, Public Health.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties, Water-Use Rates.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties, Sewer-Use Rates.

UNH Cooperative Extension Merrimack County

We served citizens in every community in Merrimack County through our diverse programming such as 4-H, Nutrition Connections, Food & Agriculture, Community & Economic Development, and Youth & Family, from October 2011 to September 2012, reaching residents in all 27 towns in the county.

Who we are:

UNH Cooperative Extension, the public outreach arm of the University of New Hampshire, has engaged New Hampshire residents for 98 years with a broad variety of non-formal educational offerings.

What we do:

UNH Cooperative Extension provides a direct link between UNH and people throughout the state. In partnership with local residents and volunteers, Cooperative Extension plans and conducts educational programs responsive to N.H. people and the issues they identify that are important to them.

How we do it:

County Extension field staff bring these programs to county residents through hands-on workshops, site visits, seminars, conferences, phone consultations, video-conferences, printed materials, correspondence courses, a statewide toll free Info Line, and a large statewide Web site, as well as partnering with other programs to bring the best to the citizens of Merrimack County. Our program areas include:

- **Food & Agriculture:** UNHCE, part of the Land Grant University, provides educational programs and applied research to promote safe and local food production, dairy and small-scale livestock and poultry production, and the state's large and diverse ornamental horticulture industry. Programs are offered in food safety for homeowners, farmers markets, and food service industries, as well as, Pesticide Applicator Training, soil and plant diagnostic services and livestock production.
- **Natural Resources:** Managing and protecting N.H.'s natural resources is critical to a healthy environment, our quality of life and the tourism industry, as well as for current and future economic opportunities. Our Natural Resources Team provide research, education and stewardship throughout the state with a "boots on the ground" approach in extending state-wide programs in forestry and wildlife, natural resource development, land and water conservation, and marine fisheries.
- **Community & Economic Development:** UNHCE has a long history of supporting N.H.'s economy through its agriculture, forestry and fishing industry efforts. In addition to this, UNHCE has become well-known and appreciated for our staff's ability to convene and facilitate community members and groups, helping them to develop leadership skills and make sound decisions regarding the future. UNHCE's Community and Economic Development team (CED) will continue providing research-based education and assistance to individuals, families, businesses and communities to help them identify opportunities to enhance their competitive advantage, build upon their assets and create conditions that foster local and regional economic growth.

- **Youth & Family:** Preparing youth to become caring and productive citizens is critical to N.H.'s future. We will pursue this goal through community-based positive youth development, utilizing the 4-H program as a primary vehicle. UNHCE has always been well-known and is highly regarded for nutrition education programs for families and children across the state. Federal funding from USDA provides resources for continued support to programs that focus on the specific needs of limited resource families (Supplemental and Nutrition Assistance Program and the Expanded Food and Nutrition Education Program). We will address high priority issues including obesity as both a personal health and public health/economic issue. Educational resources for parents and families will be provided through creative delivery mechanisms, including web-based outreach, e-newsletters and train-the-trainer programs. UNHCE will provide N.H. citizens with research-based education and information, enhancing their ability to make informed decisions that strengthen families.

UNH Extension trains and supports more than 5,000 volunteers statewide: 4-H leaders, master gardeners, wildlife coverts, community tree stewards, water quality monitors, marine docents, and others, who extend the reach of Extension programs into many domains of New Hampshire life.

Our state-wide Home & Garden Center toll-free Info Line staffed by volunteers fielded 420 calls alone from Merrimack County residents.

Our efforts contribute to the good health of our state and its people – helping foster a strong economy, healthy environment, productive youth and the vibrant communities that make New Hampshire a great place to live, visit and work.

Connect with us:

UNH Cooperative Extension
315 Daniel Webster Highway
Boscawen, NH 03303

Phone: 603-796-2151 Fax: 603-796-2271

Extension also distributes a wide range of information from our Web site:
www.extension.unh.edu

The Upper Merrimack River Local Advisory Committee, affectionately known as “UMRLAC” (pronounced Uhm’-re-lack) started out its year with a public program on Native American history along the Merrimack. David Stewart-Smith provided a riveting presentation to a crowd of over one hundred guests at the Boscawen Town Hall in February.

The UMRLAC hosted two sessions in partnership with the New Hampshire Rivers Council. The first was a listening session in Northfield to garner public input and suggestions to improve the Water Quality Shoreland Protection Act over the summer. This input has been incorporated with the listening sessions held all over New Hampshire and incorporated into a legislative service request for the 2013 General Court session. In July, the UMRLAC hosted a “River Runners” training session in Franklin. The participants learned how to identify invasive species such as Eurasian Milfoil and Didymo (also known as “rock snot”) and how to address their findings. For further information on these two partnership initiatives, please visit www.NHRivers.org.

The Upper Merrimack Monitoring Program (UMMP) was one of several volunteer programs selected for a soon-to-be published book on citizen science. The UMMP is unique in that it is managed and staffed by volunteers with no paid professionals, assuring the largest possible “bang for the buck” and public involvement in water quality monitoring for the upper Merrimack.

Now in its seventeenth year, the UMMP continues to work with several dozen volunteers to monitor river and stream health on the upper Merrimack River and its tributaries at a total of sixteen sites. Thanks to the dedicated efforts of UMMP volunteers during the summer, the bacteria samples collected and analyzed demonstrated that the upper Merrimack River was safe for swimming and other recreational activities throughout the 2012 UMMP sampling season from June through September. Other UMMP volunteers devoted time and effort to document the abundance and health of the aquatic insect communities that dwell in the upper Merrimack River and its tributaries. Those samples were preserved in the field for enumeration and identification this winter in the laboratory.

Special thanks go to St. Paul’s School for graciously hosting UMRLAC’s “Bug Nights” educational and research program, which continues its popularity in the region with dozens of individuals volunteering their sample sorting and identification services. They stored our equipment and supplies over the spring and summer and then moved them into their new science building where Bug Nights will be convened in 2013. There would not be Bug Nights without the generous hosting, wonderful staff support, and student participation from St. Paul’s School.

The UMRLAC owes much of its success to strong and ongoing municipal support and that from its Adopt-a-River Site Sponsors. The Program’s Adopt-a-River Site Sponsors include Aquarian Analytical Laboratories, Inc., Aries Engineering, Inc., Checkmate Expert Payroll Services, Elektrisola, Essex/Briar Hydro, Franklin Savings Bank, Franklin Wastewater Treatment Facility, Public Service of NH (Corporate and Merrimack Station), and Watts Regulator/Webster Valve.

Continuing its work with the Central New Hampshire Regional Planning Commission (CNHRPC), the UMRLAC continues to implement the *Upper Merrimack Management and Implementation Plan*. The study assessed land protection throughout the region and included a survey of Planning Boards and Conservation Commissions in the Upper Merrimack River region; the development of a set of maps showing conservation lands, current use enrollment, and high quality habitat areas; and the development of a report summarizing the findings and recent development trends. Based on responses to the questionnaire, each community was presented with a resource information sheet containing links to resources requested by the Planning Board and Conservation Commission. Resource topics include information on Low Impact Development (LID), changes to the Shoreland Water Quality Protection Act, information on easements and conservation funding, and more. Many thanks to Vanessa Goold and Matt Monahan, CNHRPC, for their fine work on this continuing effort. The

Management and Implementation Plan is posted as a PDF and an interactive “page turning” version at <http://www.merrimackriver.org/managementplan/> along with the tools and other products produced to date.

As part of Plan implementation, the UMLAC submitted an Aquatic Resource Mitigation application to repair the badly eroded slope rope swing area along the Merrimack River in Boscawen. This erosion is also threatening the abandoned railway bed, which is in the process of being converted to a trail that begins in Lebanon and is proposed to extend to Concord. Unfortunately the project did not rate highly enough to qualify for funding. The UMLAC plans to continue its search for funding to address this significant threat to river quality and public safety. The UMLAC is also working with the Friends of the Northern Rail Trail through monetary support and partnership to complete the trail.

The UMLAC provided local comment on several project plans and proposals important to our region. Reviews included applications for the Wolf Development (Boscawen); Grappone Toyota riverbank work and boat dock and Public Service Company of New Hampshire ground cables (Bow); Canterbury Shaker Village dam repair (Canterbury); Beaver Meadow skating rink, Buffalo Wild Wings redevelopment, and Concord Steam Plant (Concord); and Public Service Company of New Hampshire utility pole work, Watts Regulator Foundry, National Guard Armory, and a permit application for the Mojalaki Golf Course (Franklin).

Michele Tremblay, Chair, continues to participate in a standard operating procedures work group to streamline permitting requirements and notifications with the NH Department of Environmental Services. She is working to assure that municipal notice and influence are maintained and enhanced.

Established in 1990, the UMLAC has represented its six communities of Boscawen, Bow, Canterbury, Concord, Franklin, and Northfield in a variety of studies, planning activities, and programs related to the upper Merrimack River and its watershed, and serves as the area towns’ and cities’ advisory board on its designation in the state’s Rivers Management and Protection Program. The UMLAC is grateful for the ongoing support by all of the upper Merrimack cities and towns.

At its annual meeting, the UMLAC elected officers Michele Tremblay, Chair; Steve Landry, Vice-Chair, Krista Crowell, Treasurer; and Gary Lynn, Secretary. Robert Sharon’s term expired this year. Currently, the UMLAC is recruiting Concord representatives. Please contact Michele Tremblay at MLT@naturesource.net or 603.796.2615 if you are interested in working with the UMLAC or have a recommendation on a representative.

The UMLAC continues to publish its “River Ramblings” column with each representative taking a turn submitting the article. Please look for it in your town and city newsletters.

Please visit UMLAC’s website for further information on the river, committee membership, activities, summaries from prior meetings, upcoming meeting agendas, maps, water quality data, and photographs of brave and selfless volunteers in action. The UMLAC meets on a rotating basis in its six represented communities on the second Monday of each month at 7:00 PM. Many thanks to the Towns and Cities of Boscawen, Bow, Canterbury, Concord, Franklin, and Northfield for graciously hosting Upper Merrimack River Local Advisory Committee meetings and for their continued support. All are welcome to attend the meetings. For additional information, please contact Michele Tremblay at 603.796.2615, www.MerrimackRiver.org, or any of your municipal representatives listed below.

Boscawen

Stephen C. Landry
Michele L. Tremblay

Canterbury

Anne Emerson
Nancy Roy

Franklin

Donna Liolis
Tucker Noack
Robert Sharon
Nita Tomaszewski

Bow

Krista Crowell
David Kirkpatrick
Gary Lynn

Concord

Rick Chormann

Northfield

Harry Anderson
William Dawson

Government

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4071 Votes Mayor-Aldermen 1335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2974 Votes Mayor-Aldermen 2979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3449 Votes Mayor-Aldermen 2737 Votes

DATE DUE			
GAYLORD			PRINTED IN U.S.A.

PRINTED IN U.S.A.

New Hampshire State Library



3 4677 00171970 2